

Advanced Master's Degree Senior Management in the Insurance Industry

A M D S M I I



Advanced Master's Degree Senior Management in the Insurance Industry

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

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

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01

Welcome

Senior Management in the Insurance Industry is a fundamental pillar in organizations, since it allows them to solve their problems in an optimal way and to achieve their strategic objectives effectively. For this reason, more and more organizations are looking to incorporate experts in this field into their organization charts. The goal is for them to provide innovative solutions to address the regulatory and business challenges that constantly arise in this rapidly expanding field. For this reason, TECH implements a pioneering university program that will allow professionals to adapt to market trends and use emerging technologies to their advantage. All in a convenient 100% online format, which fits the agenda of busy professionals.



Advanced Master's Degree in Senior Management in the Insurance Industry
TECH Global University



“

A 100% online Advanced Master's Degree that will turn you into a true leader for insurance companies, being able to successfully face all the challenges of the sector”

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.



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.



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"

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 Global University community.

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

04 Objectives

The primary objective of this Advanced Master's Degree is to provide students with a solid understanding of the principles, practices and current trends in the Insurance Industry. In this way, the educational resources will enable experts to develop effective leadership skills, being highly qualified to lead both teams and organizations in this field of specialization. Therefore, graduates will incorporate innovative strategies for the growth and competitiveness of insurance institutions into their daily practice. On the other hand, experts will take advantage of emerging trends to adapt quickly to changes in the market and regulatory environment.



“

You will increase your confidence in strategic decision making and address the challenges you will face during your projects thanks to this university program.”

TECH makes the goals of their students their own goals too.

Working together to achieve them

The **Advanced Master's Degree in Senior Management in the Insurance Industry** enables students to:

01

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

04

Develop strategies to carry out decision-making in a complex and unstable environment

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

05

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



06

Differentiate the skills required to manage business activities strategically

08

Design innovative strategies and policies to improve management and business efficiency



07

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

09

Understand the best way to manage the company's human resources, getting greater performance from employees that, in turn, increases the company's profits-

10

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

11

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

14

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

12

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

13

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

15

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



16

Be able to develop all the phases of a business idea: design, feasibility plan, execution, monitoring

18

Create innovative strategies in line with different projects



19

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

17

Address workload distribution mechanisms of shared resources among several projects

20

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

21

Develop specialized knowledge on the implementation and operation of foreign countries' insurers in other countries: (i) within the European Union as well as (ii) from countries outside the European Union

24

Delimit the framework for compliance with the insurance activity

22

Develop the peculiarities of the insurance contract

23

Examine the international regulatory framework of the insurance market and its recent evolution

25

Analyze the evolution of insurance



26

Reflecting on the insurance implications of non-sectoral regulations

28

Determine the interplay between consumer and insurance regulations and its consequences



29

Develop specialized knowledge of insurance and the key concepts defining the insurance activity

27

Assess the impact of information security on the insurance legislative framework

30

Determine the importance of risk as an essential element for the insurance activity

31

Examine the general functioning of the insurance activity and the regulations governing its activity

34

Analyze the global insurance market with a focus on the distribution business

32

Establish the relevance of risk management faced by insurance companies as a key element in the management of insurance companies

33

Identify the most immediate challenges facing risk management.

35

Determine what is considered insurance distribution at both the European and international level



36

Identify the main players involved in the distribution business

38

Develop the key aspects of the regulatory compliance function

39

Identify international compliance standards

37

Examining the importance of consumer protection measures

40

Specify the interrelationships between the compliance function and the rest of the organization



05 Skills

This university program will provide experts with a wide range of competencies that will enable them to successfully address any challenge that may arise during the development of their professional activities in the insurance industry. In line with this, graduates will acquire the skills to effectively manage the financial resources of organizations (including reporting, budget planning and capital management). In addition, they will be characterized by having a strategic vision for companies, being able to lead teams and make decisions aimed at achieving business objectives.



A hand is pointing at a document that features a bar chart and a pie chart. The document is slightly out of focus, but the charts are clearly visible. The background is a dark blue gradient that transitions into a white area where the quote is located.

“

A 100% online program that will amplify your professional résumé with a double university degree, if you meet the official access 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

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

08

Focus on innovation in all processes and areas of the company

09

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

07

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

10

Develop students' financial-accounting skills for the interpretation and valuation of companies in the insurance sector



11

Identify different methodologies for risk measurement and management

14

Provide a rationale for monitoring the process and interaction with data, the availability and sufficiency of data and control processes, based on current regulations and the opinion and standards of international institutions

12

Measure and manage the risks faced by an insurance company on a day-to-day basis



13

Examine the importance of understanding the governance system to ensure prudent management of the insurance business

15

Develop specialized knowledge about the areas concerned such as Accounting, Financial, Technical-Actuarial, IT, obtaining a multidisciplinary and global character, which includes the tasks, limits and basic responsibilities related to these areas

16

Examine the general information obligations in the marketing of insurance products

18

Identify potential risks that may arise during the commercialization process



19

Understand the product life cycle and its governance

17

Provide knowledge in the transmission of information, as well as in the development of appropriate and truthful advertising

20

Develop specialized knowledge on Corporate Income Tax (IT) for the insurance sector derived from a sectorial adaptation of the PGC and analyze the fundamental items to optimize and monetize the taxation of an insurance company

21

Determine the hot topics to review and plan the direct taxation of profits generated by insurance companies, both with national and international presence

24

Determine the peculiarities of the compliance function in the regulated sectors

22

Review the role of the compliance officer

23

Assess current trends in compliance

25

Compile the main subjects that should not be missing in a compliance program



26

Develop students' financial-accounting skills for the interpretation and valuation of companies in the insurance sector

28

Develop specialized knowledge about the areas concerned such as Accounting, Financial, Technical-Actuarial, IT, obtaining a multidisciplinary and global character, which includes the tasks, limits and basic responsibilities related to these areas

29

Provide knowledge in the transmission of information, as well as in the development of appropriate and truthful advertising

27

Measure and manage the risks faced by an insurance company on a day-to-day basis

30

Identify potential risks that may arise during the commercialization process



06

Structure and Content

This university program is designed by experts in Senior Management in the Insurance Industry, who will provide students with a solid understanding of insurance companies management. To this end, the program will include disruptive modules dedicated to the legal aspects of insurance and risk. The study plan will also address the preparation of a crisis plan so that graduates can anticipate problems that may arise during the course of their work. In addition, the syllabus will rigorously analyze aspects such as the Governance System, the ORSA Process and the Internal Risk and Solvency Assessment.



“

TECH employs a 100% online methodology, with which you will be more than capable of designing highly innovative projects in the insurance Industry”

Syllabus

The Advanced Master's Degree in Senior Management in the Insurance Industry 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 the the insurance industry 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 preparing them to achieve

excellence in the field of insurance company management. 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	<i>Strategic Management</i> and 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	Insurance as a Regulated Activity at the International Level
Module 12	Legal Aspects of Insurance. International Context
Module 13	Insurance and Risk
Module 14	Insurance Distribution
Module 15	Regulatory Compliance and International Corporate Governance
Module 16	Composition of the Economic Balance Sheet under Solvency II Regulations
Module 17	Solvency II: the Prudent Management of the Insurance Activity
Module 18	Conduct Risk and Supervision in the Insurance Industry
Module 19	Taxation in the Insurance Industry. Direct Taxes
Module 20	Taxation in the Insurance Industry. Indirect Taxes

Where, When and How is it Taught?

TECH offers the possibility of developing this Advanced Master's Degree in Senior Management in the Insurance Industry 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 to Business Communication

Module 3. People and Talent Management

3.1. Organizational Behavior

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

3.2. People in Organizations

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

3.3. Strategic People Management

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

3.4. Evolution of Resources An Integrated Vision

- 3.4.1. The Importance of HR
- 3.4.2. A New Environment for People Management and Leadership
- 3.4.3. Strategic HR Management

3.5. Selection, Group Dynamics and HR Recruitment

- 3.5.1. Approach to Recruitment and Selection
- 3.5.2. Recruitment.
- 3.5.3. The Selection Process

3.6. Human Resources Management by Competencies

- 3.6.1. Analysis of the Potential
- 3.6.2. Remuneration Policy
- 3.6.3. Career/Succession Planning

3.7. Performance Evaluation and 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

<p>5.9. Supply Chain Management</p> <ul style="list-style-type: none"> 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 	<p>5.10. Interactions Between the SCM and All Other Departments</p> <ul style="list-style-type: none"> 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 	<p>5.11. Logistics Costs</p> <ul style="list-style-type: none"> 5.11.1. Logistics Costs 5.11.2. Problems with Logistics Costs 5.11.3. Optimizing Logistic Costs 	<p>5.12. Profitability and Efficiency of Logistics Chains: KPIS</p> <ul style="list-style-type: none"> 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
<p>5.13. Process Management</p> <ul style="list-style-type: none"> 5.13.1. Process Management 5.13.2. Process-Based Approach: Process Mapping 5.13.3. Improvements in Process Management 	<p>5.14. Distribution and Transportation and Logistics</p> <ul style="list-style-type: none"> 5.14.1. Distribution in the Supply Chain 5.14.2. Transportation Logistics 5.14.3. Geographic Information Systems as a Support to Logistics 	<p>5.15. Logistics and Customers</p> <ul style="list-style-type: none"> 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) 	<p>5.16. International Logistics</p> <ul style="list-style-type: none"> 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
<p>5.17. Outsourcing of Operations</p> <ul style="list-style-type: none"> 5.17.1. Operations Management and Outsourcing 5.17.2. Outsourcing Implementation in Logistics Environments 	<p>5.18. Competitiveness in Operations</p> <ul style="list-style-type: none"> 5.18.1. Operations Management 5.18.2. Operational Competitiveness 5.18.3. Operations Strategy and Competitive Advantages 	<p>5.19. Quality Management</p> <ul style="list-style-type: none"> 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. Technology 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 and Tableau
- 6.10.3. SAP BI, SAS BI and Qlikview
- 6.10.4. Prometheus

6.11. BI Project Planning and Management

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

6.12. Corporate Management Applications

- 6.12.1. Information Systems and Corporate Management
- 6.12.2. Applications for Corporate Management
- 6.12.3. Enterprise Resource Planning or ERP Systems

6.13. Digital Transformation

- 6.13.1. Conceptual Framework of Digital Transformation
- 6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
- 6.13.3. Digital Transformation in Companies

6.14. Technology and Trends

- 6.14.1. Main Trends in the Field of Technology that are Changing Business Models
- 6.14.2. Analysis of the Main Emerging Technologies

6.15. IT Outsourcing

- 6.15.1. Conceptual Framework of Outsourcing
- 6.15.2. IT Outsourcing and its Impact on the Business
- 6.15.3. Keys to Implement Corporate IT Outsourcing Projects

Module 7. Commercial Management, Strategic Marketing and Corporate 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. Elements of Communication
- 7.13.6. Communication Problems
- 7.13.7. Communication Scenarios

7.14. Corporate Communication Strategy

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

7.15. Digital Communication and Reputation

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

Module 8. Market Research, Advertising and Commercial Management

8.1. Market Research

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

8.2. Quantitative Research Methods and Techniques

- 8.2.1. Sample Size
- 8.2.2. Sampling
- 8.2.3. Types of Quantitative Techniques

8.3. Qualitative Research Methods and Techniques

- 8.3.1. Types of Qualitative Research
- 8.3.2. Qualitative Research Techniques

8.4. Market Segmentation

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

8.5. Research Project Management

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

8.6. International Market Research

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

8.7. Feasibility Studies

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

8.8. 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. Insurance as a Regulated Activity at the International Level**11.1. Implementation Regime of Community Insurers in Other Countries within the European Union: Home Member State, Host Member State**

- 11.1.1. Freedom to Provide Services
- 11.1.2. Right of Establishment
- 11.1.3. Subscription Agency

11.2. Obligations of Insurance Entities

- 11.2.1. Permanent Representation in the Host State
- 11.2.2. Customer Service
- 11.2.3. Customer Advocacy Service

11.3. Role of the Supervisory Body of the Home State

- 11.3.1. Supervisory Function
- 11.3.2. Sanctioning Function
- 11.3.3. Control Function

11.4. Role of the Supervisory Body of the Host State

- 11.4.1. Supervisory Function
- 11.4.2. Sanctioning Function
- 11.4.3. Control Function

11.5. Regime of Third Country Insurance Entities in the European Union

- 11.5.1. Permanent Establishment
- 11.5.2. Freedom to Provide Services
- 11.5.3. Subscription Agency

11.6. Regime for the Operation of Community Insurers in Third Countries

- 11.6.1. Permanent Establishment
- 11.6.2. Freedom to Provide Services
- 11.6.3. Subscription Agency

11.7. Special Auto Insurance Regime

- 11.7.1. Obligations of the Host State
- 11.7.2. Representation
- 11.7.3. Claims Management

11.8. Ofesauto and Equivalent Bodies in Third Countries

- 11.8.1. Organization
- 11.8.2. Skills
- 11.8.3. Operation

11.9. Insurance Contracts and Jurisdiction Clauses

- 11.9.1. Jurisdiction
- 11.9.2. Competition
- 11.9.3. Conflict Standards

11.10. Conflict Resolution Systems

- 11.10.1. Mediation
- 11.10.2. Arbitration
- 11.10.3. Collaboration Agreements

Module 12. Legal Aspects of Insurance International Context

<p>12.1. The Insurance Contract. Particularities</p> <p>12.1.1. Object of the Contract, Onerousness and Randomness</p> <p>12.1.2. Parties to the Contract and Other Intervening Parties</p> <p>12.1.3. Onerousness, Consensuality and Successive Tract</p>	<p>12.2. The Branches of Insurance</p> <p>12.2.2. International Definition Criteria</p> <p>12.2.3. Life Insurance Branches</p> <p>12.2.4. Non-Life Insurance Branches</p>	<p>12.3. The Insurance Regulatory Framework: Europe, America and Asia-Pacific</p> <p>12.3.1. IAIS Principles and Standards</p> <p>12.3.2. Overview of Regulatory Developments: Quantitative and Qualitative Requirements</p> <p>12.3.2. Changes in Governance Requirements</p>	<p>12.4. International Legislation on the Control of Insurance Activity</p> <p>12.4.1. International Supervisory and Control Bodies</p> <p>12.4.2. Supervisory Authorities: Competencies and Coordination in a Global Environment</p> <p>12.4.3. Key Regulatory Aspects in the Field of Supervision and Oversight</p>
<p>12.5. Protection of Personal Data</p> <p>12.5.1. Models of Privacy Regulation: Europe, America and Asia-Pacific</p> <p>12.5.2. Global Impact of the European Data Protection Regulation</p> <p>12.5.3. Physical Environment and Digital Environment</p>	<p>12.6. Prevention of Money Laundering and Terrorist Financing</p> <p>12.6.1. Money Laundering and Terrorist Financing Legislation</p> <p>12.6.2. Recommendations of the Financial Action Task Force (FATF/FATF)</p> <p>12.6.3. High Risk Countries</p>	<p>12.7. Fraud Prevention</p> <p>12.7.1. Fraud Typology Concept</p> <p>12.7.2. Elements of Fraud Management Systems</p> <p>12.7.3. Sectorial Regulation regarding to Fraud</p>	<p>12.8. Developments and Perspectives on New Risks and Sustainability: Ethics and Responsibility in the Insurance Business</p> <p>12.8.1. From CSR to ESG</p> <p>12.8.2. New Paradigms in Sustainability and Risk</p> <p>12.8.3. Evolution of Regulatory Requirements at the International Level</p>
<p>12.9. Cyber-Resilience, Governance and Security of ICTs</p> <p>12.9.1. Security of Networks and Information Systems: Regulatory Developments</p> <p>12.9.2. The Impact of Insurers on Cyber Resilience Levels</p> <p>12.9.3. Cybersecurity Governance Framework</p>	<p>12.10. Consumer Protection. Transparency and Disclosure Obligations</p> <p>12.10.1. United Nations Guidelines for Consumer Protection</p> <p>12.10.2. Transparency and Disclosure Obligations: Regulatory Developments</p> <p>12.10.3. E-commerce and Distance Selling</p>		

Module 13. Insurance and Risk**13.1. Risk and Its Role in the Insurance Business**

- 13.1.1. Risk Contextualization
- 13.1.2. Risk in the Insurance Business
- 13.1.3. Conduct in the Event of Risk

13.2. The Insurable Risk

- 13.2.1. Conditions for a Risk to Be Insurable
- 13.2.2. Risk Classification
- 13.2.3. Selection and Surveillance of Risks

13.3. Risk Distribution between Insurers

- 13.3.1. Risk Sharing
- 13.3.2. Reinsurance
- 13.3.3. Co-Insurance

13.4. The Insurance Business

- 13.4.1. Insurance Business Cycle
- 13.4.2. Elements of the Insurance Business
- 13.4.3. Profit or Profit Margin in the Insurance Business

13.5. The Insurance Industry and the Control of Its Business

- 13.5.1. Economic and Social Function of Insurance
- 13.5.2. Control of the Insurance Business
- 13.5.3. Objectives of Control

13.6. Evolution of Solvency Regulations

- 13.6.1. Concept of Solvency Importance in the Insurance Sector
- 13.6.2. Evolution of Community Regulations
- 13.6.3. Solvency Regulations in Third Countries

13.7. Solvency II and Risk

- 13.7.1. Quantitative Risk Assessment
- 13.7.2. Qualitative Risk Assessment
- 13.7.3. Information and Transparency to the Market

13.8. Risk Management as a Key Element in Insurance Entities

- 13.8.1. Risk Management Systems
- 13.8.2. Risk Management Process
- 13.8.3. Risk Management in the Insurance Business. Relevance

13.9. Risk Management and Its Role in Digital Transformation

- 13.9.1. Digital Transformation. Contextualization
- 13.9.2. Digital Transformation in the Insurance Business
- 13.9.3. Digital Transformation and Risk Management

13.10. Emerging Risks in the Insurance Business

- 13.10.1. Cyber Risks
- 13.10.2. ESG Risks
- 13.10.3. Other Emerging Risks

Module 14. Insurance Distribution

14.1. Insurance Sector Analysis: Figures

- 14.1.1. The Global Insurance Market
- 14.1.2. The Insurance Business
- 14.1.3. Insurance Supervision

14.2. Regulation of the Distribution Activity

- 14.2.1. Regulation at the Global Level
- 14.2.2. Regulation in Different International Jurisdictions
- 14.2.3. Supervisory Institutions

14.3. Distribution Activity

- 14.3.1. What Is Distribution?
- 14.3.2. What Is Not Distribution?
- 14.3.3. Distribution at the International Level

14.4. Types of Distributors

- 14.4.1. Distributors in the EU
- 14.4.2. Distributors outside the EU
- 14.4.3. Special Mention of OBS (Insurance Banking Operators)

14.5. Requirements for Access to the Distribution Activity, Obligations and Administrative Record

- 14.5.1. Requirements for Access to the Distribution Activity
- 14.5.2. Applicable Obligations
- 14.5.3. Administrative Registration

14.6. Information to Be Provided to the Customer and Product Governance

- 14.6.1. General Customer Information Duties
- 14.6.2. Specific Information Duties: Sustainability Criteria and Greenwashing
- 14.6.3. Duty to Prevent Conflicts of Interest

14.7. Consumer Protection

- 14.7.1. Legal Framework for the Defense of Financial Consumers
- 14.7.2. Global Action Plans
- 14.7.3. Action Plans in Different International Jurisdictions

14.8. Cross-Border Activity

- 14.8.1. Activity within the EU in the Right of Establishment
- 14.8.2. Activity within the EU in Freedom to Provide Services
- 14.8.3. Activity outside the EU

14.9. Distributor Training

- 14.9.1. Requirements
- 14.9.2. Training Objectives
- 14.9.3. Training at the International Level

14.10. Supervision of Distributors

- 14.10.1. Supervisory Authorities
- 14.10.2. Types of Supervision
- 14.10.3. Administrative Control

Module 15. Regulatory Compliance and International Corporate Governance**15.1. Regulatory Compliance**

- 15.1.1. Compliance with Legislation
- 15.1.2. Origins and Evolution of Regulatory Compliance
- 15.1.3. The Future of Regulatory Compliance

15.2. Compliance and Corporate Governance

- 15.2.1. Corporate Governance
- 15.2.2. OECD and G20 Corporate Governance Principles
- 15.2.3. The Responsibility of Boards of Directors

15.3. International Compliance Standards

- 15.3.1. International Standardization Activity
- 15.3.2. ISO 19600 and ISO 37001
- 15.3.3. The High Level Structure of Management Systems

15.4. The Function of Compliance in Organizations

- 15.4.1. The Function, Its Necessity and the Relationship with Other Areas
- 15.4.2. Benefits and Problems
- 15.4.3. Outsourcing of the Function

15.5. The Figure of the Compliance Officer

- 15.5.1. The Compliance Officer in the Company's Organizational Structure
- 15.5.2. Independence, Impartiality and Determination of Functions
- 15.5.3. The responsibility of the compliance officer

15.6. Compliance Matters (I) Prevention of Money Laundering

- 15.6.1. Criminal Liability of Legal Persons. International Perspective
- 15.6.2. Anti-Corruption Policies OCDE Best Practice Guidelines
- 15.6.3. Prevention of Money Laundering

15.7. Compliance Matters (II) Information Security

- 15.7.1. Information Security
- 15.7.2. BYOD Model vs. Enterprise Control of the Use of Technology Resources
- 15.7.3. Information Society

15.8. Compliance Matters (III) Intellectual Property

- 15.8.1. Privacy and Data Protection
- 15.8.2. Protection of Trade Secrets

15.9. Standards and Service Level Agreements

- 15.9.1. Standards and Standardization Organizations
- 15.9.2. Implementation and Benefits of Standards
- 15.9.3. Service Level Agreements (SLAs)

15.10. Regulatory Compliance in Regulated Sectors

- 15.10.1. Regulated Sector and International Approach
- 15.10.2. Financial Sector
- 15.10.3. Insurance Sector

Module 16. Composition of the Economic Balance Sheet under the Solvency Rules II

16.1. Solvency II

- 16.1.1. Solvency II Definition Process
- 16.1.2. Comparison of Solvency I vs Solvency II
- 16.1.3. Scope of Application
- 16.1.4. Solvency II Structuring
- 16.1.5. Solvency II Transition Measures
- 16.1.6. Solvency II Regulatory Review

16.2. Economic Balance Sheet: Assets

- 16.2.1. Valuation of Assets (NIIF13)
- 16.2.2. Intangible Assets
- 16.2.3. Finance and Operating Leases
- 16.2.4. Material Assets
- 16.2.5. Inversions
- 16.2.6. Matching Adjustment and Replicating Portfolio

16.3. Economic Balance Sheet: Liabilities

- 16.3.1. Technical Provisions Separation by LOB
- 16.3.2. Calculation of Liabilities: as a Whole vs. Best Estimate
- 16.3.3. Calculation of the Present Value of Provisions

16.4. Economic Balance Sheet: Net Assets

- 16.4.1. Valuation of Net Worth: Basic Shareholders' Equity
- 16.4.2. Valuation of Net Worth: Supplementary Shareholders' Equity
- 16.4.3. Quality of Shareholders' Equity Tier Worth
- 16.4.4. Solvency II Minimum Capital Requirement (MCR)
- 16.4.5. Risk Map. Standard Formula vs. Internal/ Partial Model

16.5. Life Underwriting Risk

- 16.5.1. Underwriting Risk in Life Insurance
- 16.5.2. Underwriting Risk in Death Insurance
- 16.5.3. Underwriting Risk in Health Insurance (Life Techniques)

16.6. Market Risk

- 16.6.1. Market Risk
- 16.6.2. Interest Rate Risk
- 16.6.3. Equity Risk
- 16.6.4. Real Estate Risk
- 16.6.5. Spread Risk
- 16.6.6. Concentration Risk
- 16.6.7. Currency Risk

16.7. Non-Life Underwriting Risk

- 16.7.1. Non-Life Underwriting Risk: Premium and Reserve; Casualty and Catastrophe
- 16.7.2. Underwriting Risk in Health Insurance (Non-Life Techniques)
- 16.7.3. USP: Own Parameters

16.8. Operational Risk, Credit Risk and BSCR Calculation

- 16.8.1. Operational Risk
- 16.8.2. Methods for Calculating Operational Risk
- 16.8.3. Introduction to Credit Risk
- 16.8.4. Methods for Calculating Operational Risk
- 16.8.5. Global Risk Aggregation Matrix BSCR

16.9. Intergroup SCR: Financial Situation

- 16.9.1. Participating Entity
- 16.9.2. Related Entity
- 16.9.3. Groups Subject to Supervision
- 16.9.4. Consolidation Methods and Calculation of Group Solvency

16.10. New Standards: IFRS 17

- 16.10.1. Niif 17
- 16.10.2. BBA Method
- 16.10.3. VFA Method
- 16.10.4. PAA Method
- 16.10.5. Transition

Module 17. Solvency II: Private Management of the Insurance Business
17.1. Governance and Risk Management System

- 17.1.1. Competence and Honorability
- 17.1.2. Conflict of Interest
- 17.1.3. Risk Management System

17.2. Internal Risk and Solvency Assessment (ORSA)

- 17.2.1. ORSA Process
- 17.2.2. Significant Risks: Tension Test and Scenario Analysis
- 17.2.3. Description and Contents of the ORSA Report

17.3. Risk Appetite and Tolerance

- 17.3.1. Considerations for Determining Risk Appetite
- 17.3.2. Methodology
- 17.3.3. Frames of Reference

17.4. Internal Control and Internal Audit

- 17.4.1. Internal Control System
- 17.4.2. Internal Audit Function
- 17.4.3. Risk Map

17.5. Actuarial Function

- 17.5.1. Organizational Structure
- 17.5.2. Lines of Defense
- 17.5.3. Scope of the Actuarial Function

17.6. Financial Position and Solvency Report

- 17.6.1. Governance System
- 17.6.2. Risk Profile
- 17.6.3. Valuation for Solvency and Capital Management Purposes

17.7. Periodic Supervisory Report

- 17.7.1. Scope
- 17.7.2. Objectives
- 17.7.3. Risks Expected in the Future

17.8. Reporting Models Quantitative - Quarterly

- 17.8.1. Information Required for Monitoring
- 17.8.2. Taxonomy
- 17.8.3. Periodicity

17.9. Reporting Models Quantitative - Annual

- 17.9.1. Information Required for Monitoring
- 17.9.2. Taxonomy
- 17.9.3. Periodicity

17.10. Internal Models Other Considerations

- 17.10.1. Internal Models
- 17.10.2. Captive Companies
- 17.10.3. Review of EU Insurance Rules.

Module 18. Conduct Risk and Supervision in the Insurance Industry

18.1. General Principles of Conduct and General Obligations of Information

- 18.1.1. General Principles and Duties of Information
- 18.1.2. Information to be Provided by an Insurance Company
- 18.1.3. Information to be Provided by an Insurance Intermediary

18.2. Information Regulations and Rules of Conduct

- 18.2.1. Regulations Applicable to the Marketing of Financial Instruments
- 18.2.2. Community Regulations on Information and Rules of Conduct
- 18.2.3. International Standards, Approach and Examples

18.3. Information Prior to Contracting

- 18.3.1. Types of Sales
- 18.3.2. Non-Life Insurance
- 18.3.3. Life Insurance

18.4. Information Prior to Contracting Insurance-Based Investment Products

- 18.4.1. Insurance-Based Investment Products
- 18.4.2. Information on Insurance-Based Investment Products
- 18.4.3. Types of Sales

18.5. Modalities of Transmission of Information

- 18.5.1. General Requirements
- 18.5.2. Distance Marketing
- 18.5.3. Special Requirements Applicable to Insurance-Based Investment Products

18.6. Advertising in Insurance Transactions

- 18.6.1. General Principles and Reservation of Denomination
- 18.6.2. Advertising of Insurance Entities
- 18.6.3. Advertising of Insurance Brokers

18.7. Conflicts of Interest in Insurance Distribution

- 18.7.1. Detection of Conflict of Interest
- 18.7.2. Policies in Terms of Conflicts of Interest
- 18.7.3. Procedures for Action

18.8. Remuneration and Incentives

- 18.8.1. General Principle
- 18.8.2. Concept of Remuneration
- 18.8.3. Remuneration and Incentives in the Case of Insurance-Based Investment Products

18.9. Joint Selling with Non-Insurance Products

- 18.9.1. Practice of Combined and Linked Sales: Information Duties
- 18.9.2. Combined Sales
- 18.9.3. Related Sales

18.10. Product Life Cycle and Governance

- 18.10.1. Insurance Product Designer
- 18.10.2. Governance Requirements Applicable to Designers: Product Life Cycle
- 18.10.3. Governance Requirements Applicable to Distributors of Non-Designer Products

Module 19. Taxation in the Insurance Industry Direct Taxes**19.1. Direct Taxation**

- 19.1.1. Taxes Comprising Direct Taxation
- 19.1.2. Direct Taxation as Sustainable Value Creation (ESG)
- 19.1.3. General and Specific Regulations for Direct Taxation

19.2. Taxation of Insurance Entities

- 19.2.1. Taxation of Insurance Entities Key Concepts
- 19.2.2. Specialties for Insurance Entities
- 19.2.3. Declaration in a Tax Consolidation Group with a Dominant Insurance Entity

19.3. Accounting: Accounting Plan for Insurance Entities/IFS

- 19.3.1. Sectorial Adaptation
- 19.3.2. Financial Statements and Premium Volume
- 19.3.3. Reflection in the Corporate Income Tax Liquidation

19.4. Corporate Income Tax I - International Taxation

- 19.4.1. Adjustments to the Taxable Base: Technical Provisions
- 19.4.2. Offsetting of Tax Losses: Tax Group
- 19.4.3. Capitalization Reserve

19.5. Corporate Income Tax II - International Taxation

- 19.5.1. Determination of the Gross Tax Payable
- 19.5.2. Deductions and Allowances
- 19.5.3. Limits on Deductions and Offsets

19.6. Form 200 and 220 and Equivalents in Other Jurisdictions

- 19.6.1. Model Specialties
- 19.6.2. Annexes and Supplementary Declarations
- 19.6.3. Deadlines and Filing

19.7. Investments in EIGs

- 19.7.1. Relationship with the Insurance Industry
- 19.7.2. Related Tax Consultations
- 19.7.3. Return and Specific Aspects to be Considered

19.8. Other Direct Taxation

- 19.8.1. Special Features of the Fractioned Payments of the IS
- 19.8.2. Corporate Restructuring
- 19.8.3. Reference Value for Other Direct Taxes

19.9. Reporting: Relationship with Direct Taxation

- 19.9.1. SII
- 19.9.2. *Country by Country Report*
- 19.9.3. DAC6

19.10. IS Inspections Key Aspects

- 19.10.1. Key Aspects in IS Inspections
- 19.10.2. Related Transactions
- 19.10.3. Direct Taxation in the World New Developments in Fiscal Year 2023

Module 20. Taxation. Indirect Taxes

**20.1. Community Regulations
Origin of Exemptions**

- 20.1.1. Value Added Tax in The European Union
- 20.1.2. Directive 2006/112/EU
- 20.1.3. Impact of Exemptions

**20.2. Limitations on the Indirect Tax
Deduction by Country**

- 20.2.1. Indirect Tax as a Cost
- 20.2.2. Pro-Rata and Differentiated Sectors
- 20.2.3. Minimum Deduction

**20.3. European Economic Interest
Groupings (EIGs)**

- 20.3.1. The EEIG
- 20.3.2. EEIGs in the Insurance Sector
- 20.3.3. VAT Exemption and Its Evolution in the Community Environment

20.4. Branching in the Insurance Industry

- 20.4.1. Subsidiary vs. Branch
- 20.4.2. Parent - Branch Operations
- 20.4.3. Practical Risks

**20.5. Special Regime for the Group of
Entities (REGE)**

- 20.5.1. REGE
- 20.5.2. REGE in the Insurance Sector
- 20.5.3. SRGE vs. EEIG (European Economic Interest Grouping)

20.6. Leasing and Insurance

- 20.6.1. Judgment of the TJUE BGŽ Leasing-Subject C-224/11
- 20.6.2. Leasing as a Contract of a Complex Nature
- 20.6.3. Insurance Formulas in Leasing

20.7. Self-Insurance

- 20.7.1. Elements of Insurance
- 20.7.2. Approximation to the Concept of Self-Insurance
- 20.7.3. Self-Insurance and Leasing

20.8. International Claims Management

- 20.8.1. Management as Part of Mediation
- 20.8.2. Evolution in Its Treatment for VAT Purposes
- 20.8.3. Cross-Border Claims and Correspondents

**20.9. Contact Center, External
Collaborators and Mediators**

- 20.9.1. Contact Center, External Collaborators and Mediators Functions
- 20.9.2. Evolution in Its Treatment for Taxes Purposes
- 20.9.3. Practical Risks

**20.10. Insurance Premium Tax (IPS) in
Europe**

- 20.10.1. The IPS in Europe Concept
- 20.10.2. Connecting Points in Terms of Location Rules
- 20.10.3. Tax Rates in Europe



“

The innovative didactic resources of this Advanced Master's Degree will allow you to delve into a more visual and agile way in the Legal Aspects of Insurance”

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.



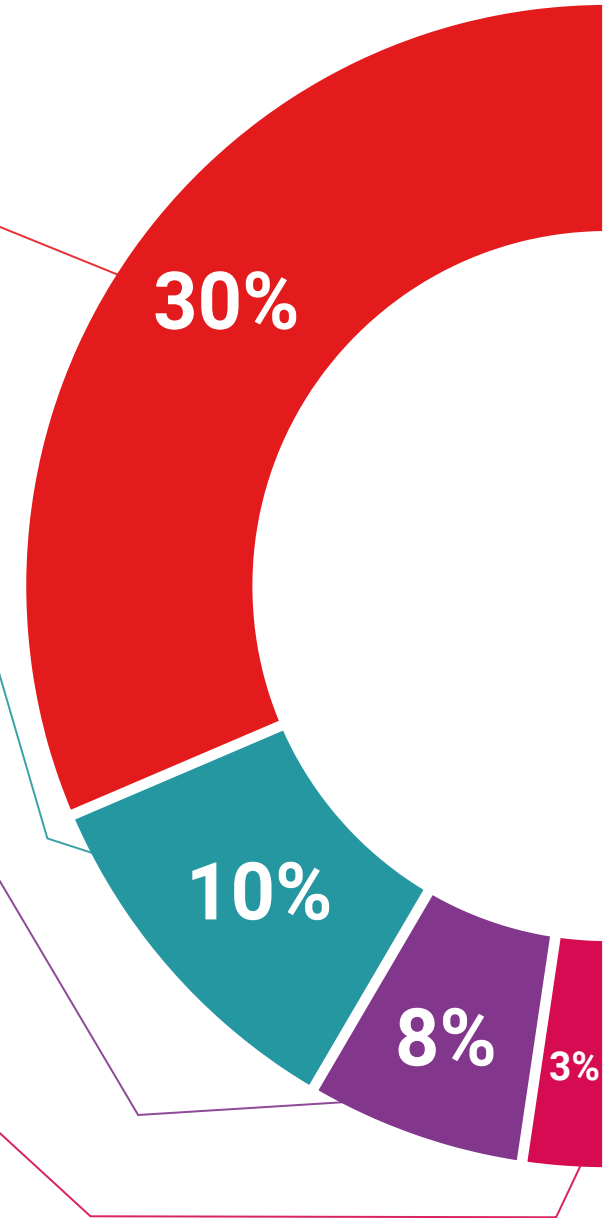
Management Skills Exercises

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 the student body stands out for its multidisciplinary nature. These students have a strong academic background in disciplines such as Business Administration and Management, Economics, Finance and other related professional fields. Therefore, their priorities are based on maximizing their career path, acquiring advanced skills that imply a significant competitive advantage. It should be noted that they are aware of the importance of innovation, so they wish to carry out personalized and exclusive projects that will allow their companies to differentiate themselves in the market.





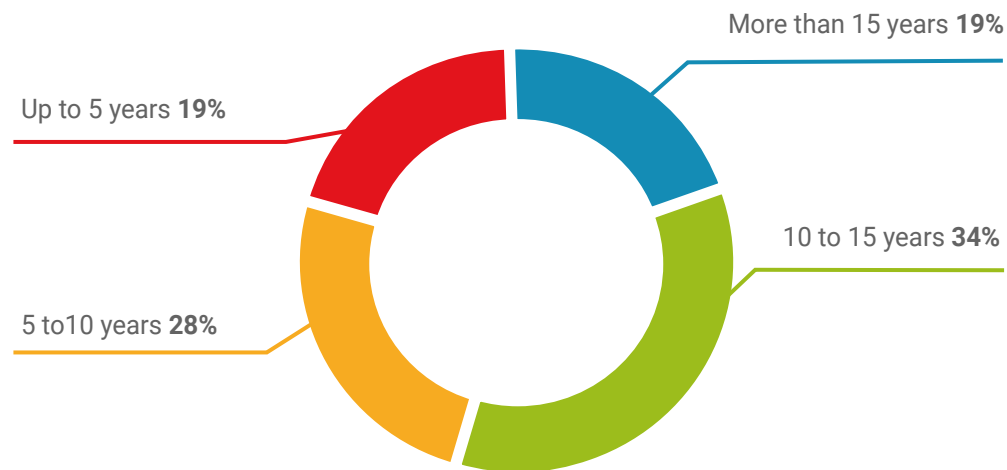
“

This specialization is aimed at professionals who want to delve deeper into the risks inherent to the insurance business and the most cutting-edge strategies to mitigate them”

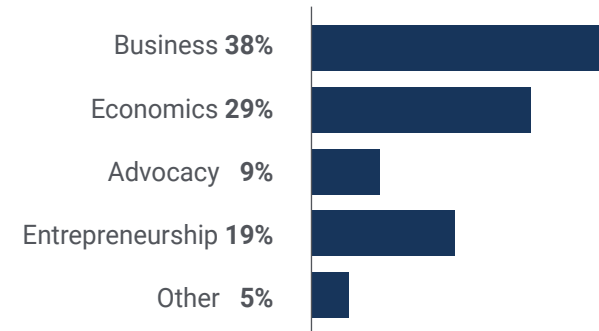
Average Age

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

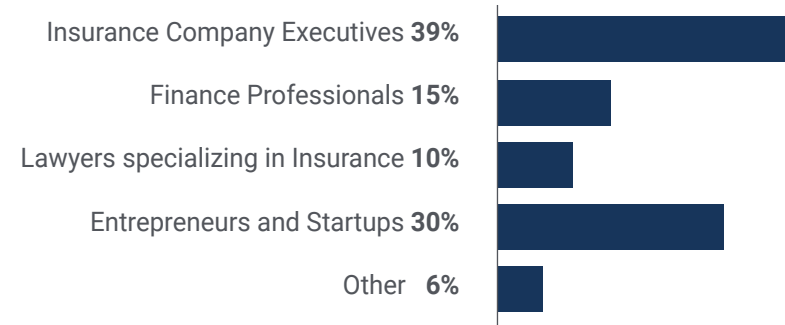
Years of Experience



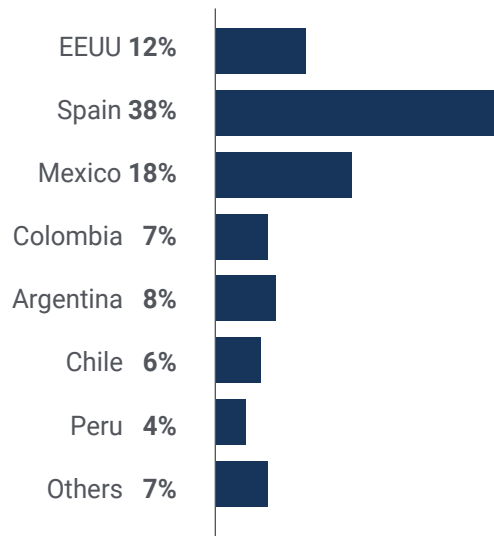
Training



Academic Profile



Geographical Distribution



Victor Hernandez

Insurance Manager and Financial Advisor

"I would like to thank the TECH faculty for their dedication and advice during the Senior Management in the Insurance Industry program. The truth is that their deep knowledge has been invaluable to me and the skills obtained are helping me to make a quality leap in my professional development. Thanks to TECH for their commitment to excellence!"

09

Course Management

In its philosophy of providing educational excellence, TECH has brought together an experienced teaching staff for the present Advanced Master's Degree in Senior Management in the Insurance Industry. Specialized in this subject, these professionals pour into the teaching materials both their extensive knowledge and their years of professional experience. Committed to offering the best services, these specialists remain at the technological forefront in this field and incorporate the latest emerging trends into their practice. Therefore, students will have the guarantees they demand to broaden their understanding and acquire new competencies that will allow them to broaden their employment horizons.





“

A first-rate faculty with which you will be able to gain profound knowledge of the advances that have taken place in the field of Executive Management”

International Guest Director

With over 20 years of experience in designing and leading global **talent acquisition teams**, Jennifer Dove is an expert in **technology recruitment** and **strategy**. Throughout her career, she has held senior positions in several technology organizations within **Fortune 50** companies such as **NBCUniversal** and **Comcast**. Her track record has allowed her to excel in competitive, high-growth environments.

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

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

“

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

International Guest Director

A technology leader with decades of experience in major technology multinationals, Rick Gauthier has developed prominently in the field of cloud services and end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees.

He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at Amazon has allowed him to manage and integrate the company's IT services in the United States. At Microsoft he 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 storylines for over 150 clients using internal and third party tools to support analysis. He developed and wrote in-depth reports to demonstrate his mastery of the subject matter, including understanding the **macroeconomic and political/regulatory factors** affecting technology adoption and diffusion.

He has also led teams at companies such as Eaton, Airbus and Siemens, where he gained valuable account management and supply chain experience. He is particularly noted for continually exceeding expectations by **building valuable customer relationships** and **working seamlessly with people at all levels of an organization**, including stakeholders, management, team members and customers. His data-driven approach and ability to develop innovative and scalable solutions to industry challenges have made him a prominent leader in his field.



Mr. Arens, Manuel

- Global Procurement Manager at Google, Mountain View, USA
- Senior Manager, B2B Analytics and Technology, Google, USA
- Sales Director - 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 accesories. 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 campaings.

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 Luminare's new API for Shopper and Channel insights.

As for his training, the executive has several Masters and postgraduate studies at prestigious centers such as the **University of Berkeley**, in the United States, and the **University of Copenhagen**, in Denmark. Through this continuous updating, the expert has attained cutting-edge competencies. Thus, 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



Ms. Cano Guerrero, Yolanda

- ♦ Partner in charge of VAT and VATech at BLN Palao
- ♦ Specialized Manager in the Financial Sector, Banking, Insurance, Assets and Asset Management
- ♦ Strategic Consultant in the field of VAT Risk optimization and remediation projects
- ♦ Specialist in DAC7 and PSP reporting
- ♦ Expert in tax and inspection procedures
- ♦ Degree in Law, specializing in legal-business law from the University San Pablo
- ♦ Master's Degree in Tax Advisory for Professionals from Instituto de Empresa de Madrid
- ♦ Legal Leadership Development Executive Program at Harvard Law School
- ♦ Partner of Women in a Legal World

Professors

Mr. Mendizábal, Germán

- ♦ State Insurance Inspector in the General Subdirectorate of Authorizations
- ♦ Professional of the Life and Pension Inspection Teams Area in the General Inspection Subdirectorate and the General Directorate of Insurance and Pension Funds
- ♦ Professional in the Market Conduct Area of the Subdirectorate General for Authorizations
- ♦ In charge of the selective process for admission to the Senior Corps of State Insurance Inspectors
- ♦ Degree in Economics from the University of the Basque Country
- ♦ Degree in Actuarial and Financial Sciences from the University of the Basque Country

Mr. Nova Rebanales, Rubén

- ♦ Chief Actuarial Officer at Telefónica Seguros
- ♦ Actuarial Consultant - Milliman Consultants and Actuaries
- ♦ Actuarial Consultant at Mercer of the Marsh Mc Lennan Companies group
- ♦ Non-Life Actuary at Asemas
- ♦ Financial Controller at the Head Office of Mercure Hotel
- ♦ Data Analyst for Centro de Familias Emprendedoras in Monterrey, Mexico
- ♦ Vice President of the National Federation of Digitalization and Blockchain
- ♦ President of the Association of Actuaries UC3M of Universidad Carlos III de Madrid
- ♦ Training for executives in Digital Transformation in the insurance sector and Digital Risks for banking and insurance companies
- ♦ Degree in Finance and Accounting from the University of Extremadura
- ♦ Master's Degree in Actuarial and Financial Sciences from Universidad Carlos III de Madrid

Mr. Cabrerizo Pardo, Jorge

- ♦ Insurance Actuary at Mapfre
- ♦ Senior Actuary of Life Solvency II/IFRS17 at Mapfre
- ♦ Individual Life business development area at Mapfre
- ♦ Speaker at the IV Conference on Actuarial Research at ICEA
- ♦ Expert in business management techniques at the Francisco de Vitoria University
- ♦ Advanced program in Big Data for business management and marketing at the CEF (CEF)
- ♦ Graduate in Business Administration and Management from the University of Alcalá
- ♦ Postgraduate degree in Solvency II from the University of Barcelona
- ♦ Master's Degree in Actuarial and Financial Sciences from the University Carlos III

Ms. Palacios Barrera, Ana

- ♦ *Risk Manager* at ARAG SE
- ♦ Internal Audit Manager at ARAG SE
- ♦ Inspector of Insurance Companies at the Superintendency of Banking and Insurance
- ♦ Degree in Economics from the University of Lima
- ♦ Master's Degree in Business Management and Administration MBA at ESADE
- ♦ Master's Degree in Digital Risk Management and Cybersecurity at EALDE Business School
- ♦ Postgraduate degree in Advanced Management Control at ESADE
- ♦ Postgraduate degree in Solvency II at the University of Barcelona

Mr. Pedrera Rosado, Alejandro

- ♦ Advisor specialized in Digital Transformation of Law
- ♦ Co-founder and Legal Director of Hesperian Wares LLC
- ♦ Partnerships Representative at Factorial
- ♦ Expert in Digitalization of Law
- ♦ Master's Degree in Access to the Legal Profession from the University of Extremadura
- ♦ Graduate in Law from the University of Extremadura

Mr. Núñez Mejías, José María

- ♦ Lawyer and Editor of legal articles in Virtual Law
- ♦ Editor-in-Chief and Scriptwriter of articles in Virtual Law
- ♦ Master's Degree in Law from University of Cáceres
- ♦ Law Degree from the University of Cáceres

Mr. Ibáñez Siles, Juan

- ♦ Lawyer specialized in Indirect Taxation at BLN Palao Abogados
- ♦ Tax Technician of Special Taxes at Grupo Mahou- San Miguel
- ♦ Internship at Martos, Herreros y Muñoz Abogados, María González Risoto Abogados and Lexer M.C. Gestión y Recobros Law Firms
- ♦ Law Degree from the University of Jaén
- ♦ Master's Degree in Access to the Legal Profession by the University of Jaén
- ♦ Master's Degree in Tax Consultancy by the International University of Rioja
- ♦ Master's Degree in International Tax Consultancy by the Institute of Law and Economics (ISDE)
- ♦ Member of the Law Students Association of Jaén





“

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

10

Impact on Your Career

Thanks to this university program, professionals will stand out for their deep understanding of how the insurance industry works. Likewise, the experts will enhance their leadership and management skills necessary to manage companies in this sector. In this sense, graduates will enrich their professional practice with state-of-the-art innovations related to Project Management. In this way, graduates will experience a remarkable leap in quality in their professional career and will take advantage of multiple employment opportunities to aspire to the top.





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A professional growth process that will equip you with the most advanced competencies to excel in the Insurance Industry. You will compete among the best in the industry!”

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

The Advanced Master's Degree in Senior Management in the Insurance Industry 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.

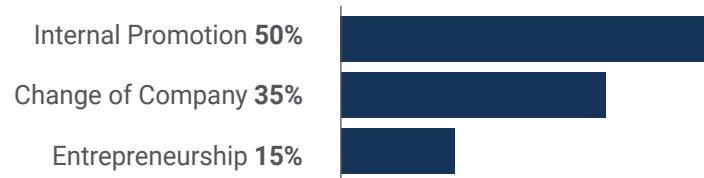
You will have at your fingertips the most effective strategies for preventing aspects ranging from money laundering to terrorism financing.

A comprehensive syllabus that incorporates all the knowledge you need to step up to the highest business quality.

When the change occurs



Type of change



Salary increase

This program represents a salary increase of more than **25.22%** for our students



11

Benefits for Your Company

For companies, having leaders specialized in Senior Management in the Insurance Industry in their work teams brings numerous benefits. Among them, these professionals will have a comprehensive approach to the challenges and opportunities within the insurance sector. In this way, they will be able to drive institutions to meet their objectives through a strategic vision, which will favor informed decision making for both the growth and sustainability of the organizations. Thanks to TECH, graduates will gain advanced capabilities to optimize resources in the work environment and significantly improve their operational efficiency.



“

You will be transformed into an insurer of great value to any institution, thanks to the competencies you will acquire through this program. You will stand out for your strategic leadership!”

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 in the Insurance Industry guarantees students, in addition to the most rigorous and up-to-date education, access to a 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 in the Insurance Industry** endorsed by **TECH Global University**, the world's largest online university.

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

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

Title: **Advanced Master's Degree diploma in Senior Management in the Insurance Industry**

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**



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



Advanced Master's Degree Senior Management in the Insurance Industry

- » 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 in the Insurance Industry