Hybrid Executive Master's Degree

Business Consulting

tech global university

Hybrid Executive Master's Degree

Business Consulting

Modality: **Hybrid (online + Internship)**
Duration: **12 months.**
Certificate: **TECH Global University**
Accreditation: **60 + 4 ECTS**
Website: **www.techtitute.com/us/school-of-business/hybrid-executive-master-degree/hybrid-executive-master-degree-business-consulting**

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01

Introduction

The ability to innovate and remain competitive in a constantly evolving marketplace is critical to the long-term success of any company. In this regard, Business Consulting plays a crucial role in providing companies with the knowledge, tools and strategies necessary to optimize their market position. Given this circumstance, it is vital that professionals keep abreast of the latest developments in this field to help companies grow and achieve their goals. For this reason, TECH is launching a revolutionary university degree focused on the most innovative strategies in areas such as Change Management and Integrated Project Management.

Thanks to this revolutionary Hybrid Executive Master's Degree, you will develop solid strategic plans to help organizations meet their objectives and adapt to a constantly changing business environment"

According to the World Economic Forum's latest Global Competitiveness Report, companies that have invested in Business Consulting have been more likely to adopt innovative practices and improve their competitive position in the global market. In this context, organizations are looking to incorporate highly specialized professionals in this area into their organization charts. To make the most of these job opportunities, experts need to update their knowledge in order to provide top-quality services.

Within this framework, TECH presents a pioneering Hybrid Executive Master's Degree in Business Consulting. Designed by experts in this field, the academic itinerary will delve deeply into issues such as Corporate Finance, Financial Function or Methodologies for the Digital Transformation of companies. Likewise, the syllabus will provide graduates with the most innovative tools for resource estimation (among which Top-Down, Delphi estimation and Bottom UP stand out). At the same time, students will acquire advanced skills to adapt quickly to changes in the business environment and adjust strategies accordingly to meet the needs of organizations.

It should be noted that, after passing the theoretical stage, the program provides for graduates to carry out a practical internship in a prestigious institution in the field of Business Consulting. Thanks to this, students will have the opportunity to apply everything they have learned on a practical level, in first-class facilities equipped with top-notch technological tools. In this way, Business Consultants will develop advanced competencies that will allow them to expand their work horizons to a higher level. The itinerary also includes 10 exhaustive Masterclasses given by a prestigious International Guest Director, who will delve into the most innovative strategies for the digital transformation of companies.

This **Hybrid Executive Master's Degree in Business Consulting** contains the most complete and up-to-date program on the market. The most important features include:

- Development of more than 100 case studies presented by Business Consulting professionals
- Its graphic, schematic and practical contents provide essential information on those disciplines that are indispensable for professional practice
- Special emphasis on the most innovative methodologies in Integrated Project Management
- All of this will be complemented by theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- Content that is accessible from any fixed or portable device with an Internet connection
- Furthermore, you will be able to carry out a internship in one of the best companies

A renowned International Guest Director will give 10 exclusive Masterclasses on the latest advances in the field of Corporate Performance Management"

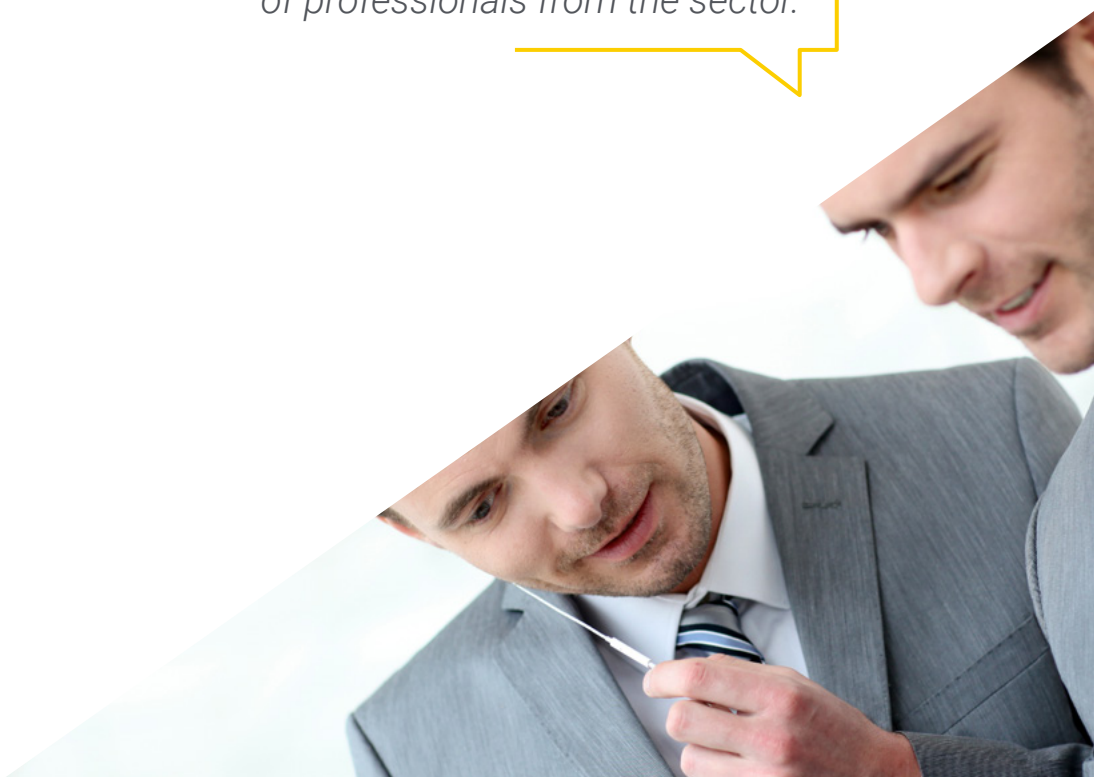
You will spend an intensive 3-week stay in a prestigious entity, where you will be surrounded by a highly specialized team in Business Consulting"

You will have the best multimedia resources with which you will be able to enrich your learning and put what you have studied into practice in a much easier way.

You will carry out a 3-week internship in a renowned institution, alongside a team of professionals from the sector.

In this Master's Degree proposal, of a professionalizing nature and blended learning modality, the program is aimed at updating Business Consulting professionals, whose functions require a high level of qualification. The contents are based on the latest scientific evidence, and oriented in a didactic way to integrate theoretical knowledge into practice, and the theoretical-practical elements will facilitate the updating of knowledge and allow informed decision making.

Thanks to its multimedia content elaborated with the latest educational technology, they will allow the Business Consulting professional a situated and contextual learning, that is to say, a simulated environment that will provide an immersive learning programmed to prepare in real situations. This program is designed around Problem-Based Learning, whereby the physician must try to solve the different professional practice situations that arise during the course. For this purpose, students will be assisted by an innovative interactive video system created by renowned and experienced experts.



02

Why Study this Hybrid Executive Master's Degree?

Business Consulting has become a highly demanded area by companies, since its specialists offer an enriching perspective to address business challenges and opportunities. Given this, professionals need to stay at the forefront of recent advances in this area in order to offer excellent services. For this reason, TECH has created this pioneering degree, where the most recent updates in areas such as Organizational Culture, Digitalization or Integrated Project Management are combined with a practical stay in a prestigious clinical center. In this way, experts will acquire advanced skills that will significantly optimize their daily practice.

TECH offers you the opportunity to enter a real institution to develop in a demanding area of work that will allow you to acquire the latest developments in Change Management"

1. Updating from the latest technology available

New technologies propelled by Industry 4.0 are having a significant impact on the field of Business Consulting, transforming the way specialists work, interact with clients and deliver solutions. One example of this is Blockchain technology, which provides an immutable and transparent record of transactions to ensure the integrity of business data. To bring specialists closer to these technologies, TECH presents this hands-on stay, which will give professionals access to a cutting-edge work environment, where they will gain access to the most innovative technological tools in this field.

2. Gaining in-depth knowledge from the experience of top specialists

During the practical period, graduates will will have the guidance of a team of highly specialized professionals in the Business Consulting field. These experts will help students master sophisticated tools to develop innovative solutions. In turn, a specifically designated tutor will help students get the most out of the academic pathway.

3. Entering first-class professional environments

TECH carefully selects all the centers available for its Internship Programs. Thanks to this, students have the guarantees they demand to enjoy an academic experience in leading institutions. In this way, they will be able to experience the day-to-day of a profession that is highly demanded by companies.

4. Combining the best theory with state-of-the-art practice

In order to facilitate the assimilation of professional skills of its students, TECH has configured a disruptive learning model that combines practice with theoretical study. In this way, graduates are faced with a unique opportunity, unparalleled in the academic scenario, which will help them to immediately opt for the best positions in the labor market.

5. Expanding the boundaries of knowledge

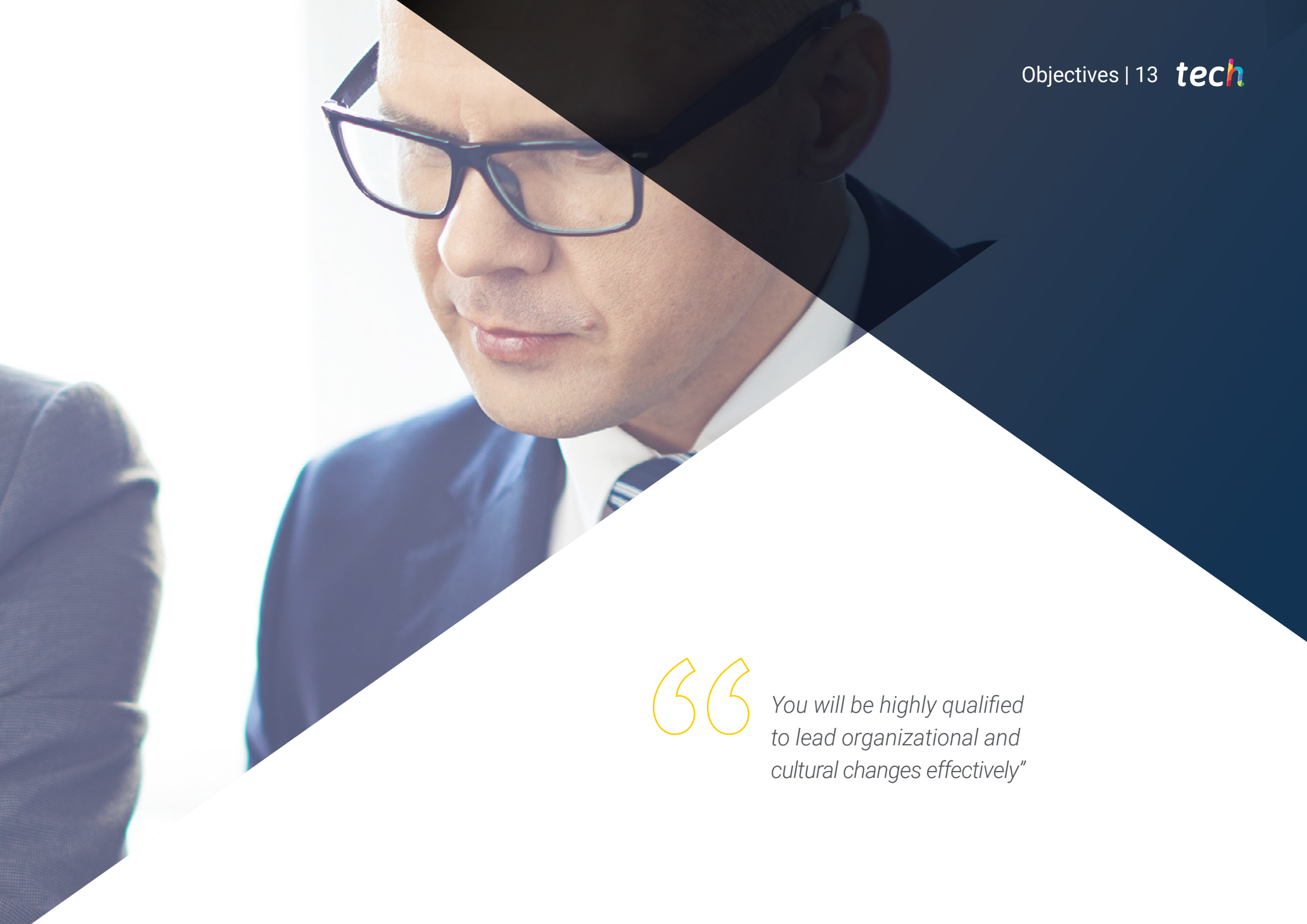
The practical stay of this Hybrid Executive Master's Degree from TECH can be carried out in different institutions of international scope. In this way, students will expand their horizons and will be highly qualified to practice their profession in any part of the world. All this is possible thanks to the wide network of contacts and agreements available to the largest digital university in the world.

You will have full practical immersion at the center of your choice"

03

Objectives

Through this Hybrid Executive Master's Degree in Business Consulting, professionals will have a comprehensive approach that will enable them to perform effectively in this field. At the same time, graduates will enrich their daily practice with the implementation of the most advanced marketing and sales strategies. In this way, the specialists will increase the competitiveness and growth of the institution.



You will be highly qualified to lead organizational and cultural changes effectively"

General Objective

- Thanks to this Hybrid Executive Master's Degree in Business Consulting, specialists will be highly qualified in areas such as analysis, strategic planning and change management in companies. Likewise, graduates will develop advanced competencies to effectively manage projects, ranging from planning or execution to the evaluation of results. In line with this, experts will be able to optimize operational processes and efficiently manage the supply chain

TECH's priority is to offer you the most complete university program in the market so that you will be able to be more efficient in your career as a Business Consultant"

Specific Objectives

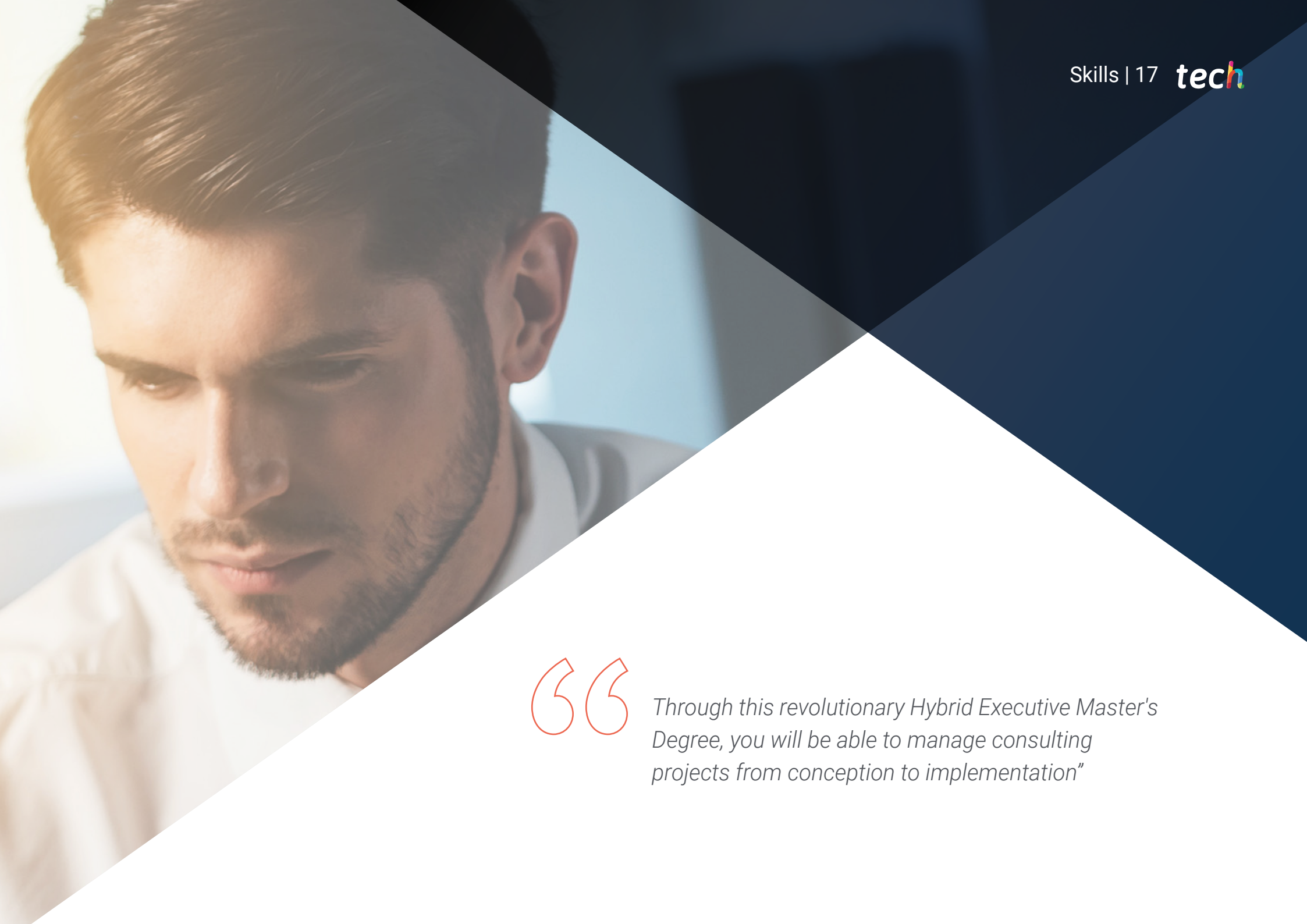
- Learn about the type of services provided in business consulting according to trends, business and technological disruptions and the needs for change and adaptation demanded by companies
- Acquire a complete vision of the reality of business consulting companies, how they are organized, how they provide their services, what professionals they need to develop their services, what types of projects they carry out and how they carry them out from a methodological perspective
- Understand the overall strategic planning process and how it adds value to organizations.
- Understand the elements of a structure and methodology of analysis of an industrial sector, or for a company. Understand the sources of competition, supply chain, customers, potential substitutes or barriers to business entry
- Provide students with the essential knowledge about the importance and effects of debt, as well as alternatives to bank financing and the particularities of refinancing processes, which are so topical nowadays
- Understand the valuation tools and the main drivers of value generation in the company
- Understand the possibilities of fund raising in the capital markets and the implications of corporate M&A transactions
- From the most general to the most particular, the student will learn to differentiate between the company's strategy and how to implement it in its operation
- Know the techniques and methodologies for the development of projects related to the analysis, improvement and transformation of processes, detailing aspects such as optimization, digitalization and robotization of processes through technology, introducing aspects such as process mining, activity mining and robotization
- Understand what a general consulting sales process looks like
- Identify the different types of corporations in terms of organizational model
- Understand how the finance function is organized in companies, and what operating models exist in business organizations
- Understanding the concept of innovation, which is often misunderstood
- Analyze the new role of technology in the company, the new trends and their direct application with specific real cases

Boost your career path with holistic teaching, allowing you to advance both theoretically and practically"

04

Skills

After completing this Hybrid Executive Master's Degree, Business Consulting professionals will obtain advanced strategic development skills. Therefore, specialists will develop, implement and evaluate business strategies aligned with the organization's objectives. As a result, consultants will be equipped with the necessary resources to meet the challenges in this field and will bring significant value to both the organization and its stakeholders.



Through this revolutionary Hybrid Executive Master's Degree, you will be able to manage consulting projects from conception to implementation"

General Skills

- Improve skills to actively listen to the needs of the company, understanding all parties involved in the business
- Develop the ability to engage key members of the organization without disrupting their day-to-day functions
- Achieve real objectives and perform a dynamic analysis between the business and its customers
- Improve communication skills to express your ideas clearly

This university program will include real case studies and exercises to bring the development of the program closer to the usual practice of Business Consultants"

Specific Skills

- Correct use of investment channels (own and third party), to include new technologies in a company
- Understand the financial functions and the operating models that exist within them
- Use and extract analytical information to support their proposals and research
- Offer valid alternatives for the company and its environment, without forgetting the innovative, useful, practical and concrete quality
- Be able to manage any technology transformation project
- Being able to break down the work into phases, activities and tasks to meet customer deadlines

05

Course Management

In line with its philosophy of making the most complete and updated university degrees available to anyone, TECH carries out a thorough process to constitute its teaching staff. For this Hybrid Executive Master's Degree it brings together distinguished professionals in the field of Business Consulting. Thanks to this, these specialists have developed teaching materials that stand out for their high quality and adaptation to the demands of today's labor market. Undoubtedly, the graduates are facing a high intensity university degree that will expand their labor horizons considerably.

You will be advised at all times by the teaching team, made up of professionals with extensive experience in the field of Business Consulting"

International Guest Director

Awarded by the Public Relations Society of America for her **scientific dissemination** through multiple webinars, Erin Werthman has become a prestigious **Business Administrator** highly specialized in the field of **Marketing** and **Communications**.

As such, she has worked in international reference entities such as Collegis Education. Among her main achievements, she has developed **integrated technology** and **operational efficiency solutions** that have significantly optimized the operational activities of institutions. For example, she has managed a client portfolio of more than 15 million dollars, while obtaining a gross profit margin of 58%. In this sense, it has also generated a collaborative work atmosphere, where work teams perform their functions with the highest quality to ensure customer satisfaction.

On the other hand, she has been in charge of preparing multiple **corporate strategic plans in crisis situations**. As a result, it has helped companies to enjoy an excellent image in the community. At the same time, by anticipating potential setbacks arising from its practice, she has ensured that entities can continue to operate effectively even under adverse conditions. She has also forged proactive and transparent relationships with the **media**. In this way, it has been able to maximize both the visibility and reputation of organizations.

In addition, in her commitment to excellence, she is a regular speaker at international **conferences** and **symposiums**. There she shares her holistic knowledge on subjects such as **Social Responsibility**, **Public Relations** and **Advertising**. It is worth mentioning that her professional performance has been rewarded on several occasions in the form of **awards**, such as the award she received at Rasmussen College for her leadership skills, resolute attitude and improvement of advertising campaigns.

Ms. Werthman, Erin

- Media Director and Associate Senior Partner at Bain & Company, Minnesota, United States
- Senior Managing Partner at Collegis Education, Bloomington, Minnesota
- Director of Media Strategy and Brand Development at Rasmussen College, Minneapolis
- Director of Public Relations and Development at the University of Illinois College of Medicine
- B.A. in English-Rhetorical Professional Writing at the University of Illinois Urbana-Champaign
- MBA in Business and Marketing from Benedictine University, Illinois
- Bain Sustainability in Action Certification by Bain & Company
- Board Member Riverview Elementary School PTA Board Member

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

Management

Mr. Pérez-Ayala, Luis Yusty

- Financial and Management Control Director in the Engineering, Infrastructure, Energy and Naval Areas of SENER.
- Travel & Hospitality Industry Technology Lead at Accenture. Spain, Portugal, Andorra and Israel
- Senior Manager at Accenture in the Intelligent Finance Area.
- Associate Director at EY in the CFO Services and Financial Accounting Advisory Services Area.
- Senior Manager at KPMG in the area of Business Consulting in the Financial Function.
- Lecturer in post-graduate studies related to Business Consulting.
- Degree in Business Administration and Management from the UCLM
- Degree in Economics from the UCLM
- Master's Degree in Revenue Management from Cornell University
- Master's Degree in Sales from Sales Business School
- Certificate Programs in Management Control, Financial Management and Taxation

Professors

Ms. Silva, Camila

- Talent Acquisition Partner Iberia at Johnson & Johnson
- Consultant at Ackermann International
- Talent Recruiter at Bay4leaders
- Lawyer at Pereira Dos Santos Advogados
- Coach and Mentor at Fundação Getúlio Vargas
- Law Degree at UniCuritiba
- Master's Degree in Law and Philosophy at Complutense University of Madrid
- Specialization in Information Technology and Big Data applied to Human Resources from the Polytechnic University of Madrid

Mr. Aguado-Muñoz Olmedilla, Álvaro

- Senior Consultant in the area of Supply Chain Management at ACCENTURE
- SAP Consultant for Supply Chain Management at VIEWNEXT
- Lecturer in university courses
- Agronomist Engineer at the Polytechnic University of Madrid.
- Master's Degree in Food Technology and Control at Center for Higher Studies in the Pharmaceutical Industry
- *Business Expert by ThePower Business School*

Mr. Sallés, José María

- Entrepreneur, Lecturer and Expert Consultant in Business Management and Administration, Motivation, Networking and Innovation
- Co-founder and Commercial Director of Wtransnet Iberian Peninsula
- Trustee of the Mereze Foundation
- Graduated in Management and Business Administration from EADA Business School
- Member of: Committee of Experts of the Ports 4.0 Program (Ports of Spain Tradetech Fun)

Mr. Safón, Pablo

- Senior Debt and Restructuring Manager at BDO Spain
- Senior Manager of the Financial Function area of PwC Spain.
- Financial and Investment Director at Dadelos Group.
- Consultant in the Financial Accounting Advisory Services area at EY Spain.
- Degree in Business Administration and Management from the Polytechnic University of Valencia
- Executive MBA - IE Business School
- Master's Degree in Financial and Insurance Advisory Services from the Polytechnic University of Valencia

Mr. De Sopeña Fernández, Ignacio

- Global Head of Business Consulting at VASS
- Director of Consulting at KPMG
- Partner in charge of consulting for the Financial Function at Ernst & Young
- Speaker at lectures and conferences on business consulting and management
- Lecturer in postgraduate studies related to consulting and business management
- Graduate in Economics and Business Administration from the University College of Financial Studies
- PDD from IESE Business School

Mr. Gavilanes Navarro, Alberto

- Senior Manager of Digital Transformation and Technology at Kearney
- Senior Manager of Digital Transformation at Accenture
- Head of Digital Channels en Naturgy
- Director of Corporate Strategic Projects at Prosegur for the Surveillance Business Unit
- Degree in Computer Engineering from the Nebrija University
- Master's Degree in Information Systems Consultancy and Implementation from Deusto University

Mr. Lara Oria, Enrique

- Technology and Business Transformation Expert Consultant
- Director at Axis Corporate of Transformation, Innovation and Digital
- Partner in charge of the Strategy and Management Consulting division at KPMG. Colombia
- Previous experience in business consulting at KPMG, IBM Global Business Services and Accenture.
- Degree in Business Administration and Management from the Complutense University of Madrid

Mr. Carabaño, Mario

- Head of the Public Sector and Digital Transformation at Grant Thornton
- Director of Ernst & Young
- Co-author of *The Secret of Innovation*
- International speaker on the topics of Digital Transformation, Innovation and Public Financing
- Graduate in Business Administration and Management from the European University of Madrid
- Graduate in Law from the Complutense University of Madrid

Mr. Gallego Cañas, Alberto

- Senior Manager and Finance Function at PwC
- Senior Manager at PwC Spain
- Senior Finance Specialist at Ecoembes
- Senior Finance Manager at Grupo SM
- Senior Consultant at Accenture
- Degree in Economics - Madrid Complutense University
- MBA from ESCP Europe
- Advanced Corporate Finance Program from IEB

Mr. Hernando Guijarro, Javier

- Partner of the Corporate Finance and Treasury Function at PwC Spain.
- Head of the Treasury & Finance service line at PwC Spain.
- Manager of the External Audit Department of Financial Entities at Ernst & Young. Madrid
- Co-author of the book *The Leader's Cube*
- Lecturer in post-graduate studies
- Degree in Business Administration from the Complutense University of Madrid
- Master's Degree in Financial Markets and Derivatives from the UNED
- Advanced Course in Auditing by the Autonomous University of Madrid

Mr. Carreño Ocaña, Rubén

- Director, Head of Corporate and Human Strategy at CBRE
- Head of EMEA Portfolio & Location Network in CBRE
- Chief Transformation Officer at KPMG
- Senior Manager Risk Consulting at KPMG
- Senior Manger Strategy & Operations at KPMG
- Manager from Infrastructure, Transportation, Government and Health at Accenture in EMEA
- Industrial Engineer, University of Carlos III in Madrid
- Executive Development Program in Management from the Instituto de Empresa

06

Structure and Content

This Hybrid Executive Master's Degree is designed by true specialists in Business Consulting, meeting the requirements of today's labor market. Through 10 complete modules, the academic itinerary will delve into aspects ranging from the financial function or Corporate Finance to the design of innovative solutions. Along the same lines, the syllabus will provide graduates with the most avant-garde marketing and sales techniques to improve the positioning of companies in the market, as well as to retain clients.

You will effectively handle Blockchain technology and provide secure solutions for digital identity management"

Module 1. Business Consulting and the Role of the Consultant

1.1. The Business Reality that Business Consulting is Oriented to
- 1.1.1. Company Classification
- 1.1.2. Corporate Structure
- 1.1.3. Competitive Advantages and Business Survival

1.2. Evolution, Change and Transformation
- 1.2.1. Disruptive Environment
- 1.2.2. Transformation Levers
- 1.2.3. Change Accelerators

1.3. Types of Consulting Services
- 1.3.1. Consulting Services
- 1.3.2. Specific Business Consulting Services
- 1.3.3. A View of Consulting by Sector of Activity

1.4. Integration of Business Consulting With Other Professional Services
- 1.4.1. Audit
- 1.4.2. Tax / Legal
- 1.4.3. Risks and Regulatory Compliance
- 1.4.4. Technology
- 1.4.5. Surgery

1.5. Internal Consulting vs. External Consulting
- 1.5.1. Perspectives and Fields of Action
- 1.5.2. Reasons for Selection
- 1.5.3. Capabilities and Accelerators

1.6. Types of Companies Providing Consulting Services
- 1.6.1. Consulting Firms by Area of Service Provision
- 1.6.2. Specialized Consulting Firms
- 1.6.3. Graphical Overview and Market Trends

1.7. Consultant Roles, Skills and Competencies
- 1.7.1. Functions and Skills
- 1.7.2. Skills

1.8. Contracting Modalities
- 1.8.1. Project Closed
- 1.8.2. *Time & Materials*
- 1.8.3. Outsourcing and Bodyshopping
- 1.8.4. Other Modalities

1.9. Execution: Phases of the Consultancy
- 1.9.1. Preparation
- 1.9.2. Analysis and Diagnosis
- 1.9.3. Action Plan
- 1.9.4. Application or Implementation
- 1.9.5. Termination
- 1.9.6. Other Concepts and Modalities: Co-Definition, Agile

1.10. Organization of a Consulting Firm
- 1.10.1. Management
- 1.10.2. Sectors
- 1.10.3. Functions
- 1.10.4. By Geographic Vision of Scope of Application

Module 2. Strategy

2.1. Strategy
- 2.1.1. Elements or Components of the Business Strategy
  - 2.1.1.1. Phases of Strategic Thinking
  - 2.1.1.2. Ambition vs. Strategy
- 2.1.2. Competitive Environment and Sector Analysis
  - 2.1.2.1. Concepts and Methods
  - 2.1.2.2. Differentiators
- 2.1.3. Phases of a Strategy
  - 2.1.3.1. Key Stages in Strategic Business Management

2.2. The Strategic Cycle
- 2.2.1. Elements of Strategic Planning
  - 2.2.1.1. Sector Analysis
  - 2.2.1.2. Diagnosis
  - 2.2.1.3. The Projection
  - 2.2.1.4. Strategic Choices
- 2.2.2. Strategy Definition and Implementation
- 2.2.3. The Strategy Review Process: Analysis and Considerations

2.3. Sector Analysis - Porter's 5 Forces
- 2.3.1. Competitors
  - 2.3.1.1. Competitor Analysis
  - 2.3.1.2. Source of Differentiation
- 2.3.2. Suppliers
  - 2.3.2.1. Analysis of Main Suppliers
  - 2.3.2.2. Suppliers are Essential for Business
  - 2.3.2.3. Alternatives and Negotiation Bargaining Power vs. Supplier
- 2.3.3. Customers:
  - 2.3.3.1. Customer Analysis
  - 2.3.3.2. The Purchasing Process and Decision Models
- 2.3.4. Substitutes
  - 2.3.4.1. Products, Services or Customer Alternatives
  - 2.3.4.2. Market Positioning of Alternatives
- 2.3.5. Entry Barriers
  - 2.3.5.1. Analysis of Barriers to Entry in Relation to the Business

2.4. Diagnosis of the Organization
- 2.4.1. Competitive Differentiation Analysis of the Portfolio of Products and Services
- 2.4.2. Analysis of profitability, strengths and weaknesses. Analysis of capabilities in major markets

2.5. Strategic Projection
- 2.5.1. Market and Macroeconomic Forecasts
  - 2.5.1.1. Macroeconomics and Sectoral Behavior in Business Cycles
- 2.5.2. The Base Case
  - 2.5.2.1. Situation Analysis in Case of Failure to Act
  - 2.5.2.2. Projecting a Base Case
  - 2.5.2.3. Challenging Convictions
- 2.5.3. Market Trend Analysis
  - 2.5.3.1. Sector Trends
  - 2.5.3.2. Geographical Trends
  - 2.5.3.3. Innovation
- 2.5.4. Elaboration of Scenarios
  - 2.5.4.1. Scenario Input Assumptions
  - 2.5.4.2. Scenario Modeling
  - 2.5.4.3. Stress-testing of Scenarios. Strategic Resilience

2.6. Strategic Choices
- 2.6.1. Creation of an Initiative Portfolio
  - 2.6.1.1. Growth in Core Businesses
  - 2.6.1.2. International Expansion
  - 2.6.1.3. New Sources of Growth
  - 2.6.1.4. Operational Improvements
- 2.6.2. Prioritization of Initiatives
  - 2.6.2.1. Measuring Impact
  - 2.6.2.2. Understanding Resource Needs
  - 2.6.2.3. Prioritization Matrices
- 2.6.3. The Choice of Strategy
  - 2.6.3.1. Top-Down Strategic Formulation
  - 2.6.3.2. Communication
  - 2.6.3.3. Measurement

2.7. Launching, Implementing and Review of a strategy
- 2.7.1. Launching the Strategy
  - 2.7.1.1. Launching of a Strategic Program
  - 2.7.1.2. Strategic Plan Structure and its Initiatives
  - 2.7.1.3. The People in Charge of the Initiatives
  - 2.7.1.4. The Objectives of the Strategy and Initiatives
- 2.7.2. The Strategy Office
  - 2.7.2.1. The Team of a Strategy Office
  - 2.7.2.2. The Monitoring of the Implementation of the Strategy, the Governance Model
  - 2.7.2.3. Elements of Successful Strategic Implementation
- 2.7.3. The Strategic Review
  - 2.7.3.1. VUCA Environments
  - 2.7.3.2. The Strategy Review Process

2.8. Management and its Role in Strategy
- 2.8.1. The Role of top Management in Strategic Decision Making
  - 2.8.1.1. The Role of the CEO
  - 2.8.1.2. The Role of the First Line N-1
  - 2.8.1.3. The Role of Middle Management
- 2.8.2. The Organization
  - 2.8.2.1. Strategic Alignment of the Organization
- 2.8.3. Culture and its Importance in the Implementation of the Strategy

2.9. International Expansion
- 2.9.1. Advantages of Multinationals
  - 2.9.1.1. Economies of Scale
  - 2.9.1.2. International Projection as a Basis for Differentiation
  - 2.9.1.3. Global Risk Management
- 2.9.2. Expansion to Other Markets
  - 2.9.2.1. Expansion in the Core Business to Other Markets
  - 2.9.2.2. Forms of Entry into Other Markets
  - 2.9.2.3. Location of Activities
- 2.9.3. Organization and Expansion Models

2.10. Inorganic Growth as a Source of Value
- 2.10.1. Corporate vs. Competitive Strategy
  - 2.10.1.1. Main Sources of Value of a Corporate Strategy
  - 2.10.1.2. Inorganic vs. Organic Growth
- 2.10.2. Inorganic Growth vs Organic Growth
  - 2.10.2.1. Synergies as a Source of Value for a Corporate Strategy vs. Portfolio Management
- 2.10.3. Assessment of Success or Failure in Growth Models

Module 3. Corporate Finance and M&A

3.1. *Corporate Finance*
- 3.1.1. Financial Analysis. NOF, WC, Operating, Financial and Profitability Ratios
- 3.1.2. Sustainable Growth or Without Extra Funding
- 3.1.3. Du-Pont or ROE Analysis

3.2. The Value of Money Over Time
- 3.2.1. The Value of Money Over Time
- 3.2.2. Types of Cash Flow
- 3.2.3. Discount Rates and Profitability
- 3.2.4. Discounted Cash Flows

3.3. Valuation of Companies and Investment Projects
- 3.3.1. Company Valuation
- 3.3.2. Investment Project Analysis and Valuation Tools: NPV, TiR and Payback
- 3.3.3. Equity Valuation Methods
- 3.3.4. Valuation by Multipliers
- 3.3.5. Valuation by DCF
- 3.3.6. Advanced Aspects and Singularities in the Valuation

3.4. Financing Decisions
- 3.4.1. Cost and Effects of the Debt
- 3.4.2. How Much Debt to Ask For
- 3.4.3. Type of Debt
- 3.4.4. Bank Financing Instruments

3.5. Alternatives to Bank Financing
- 3.5.1. The Importance of Diversification
- 3.5.2. *Direct Lending*
- 3.5.3. Participative Financing

3.6. Debt Refinancing
- 3.6.1. Refinancing Process
- 3.6.2. IBR
- 3.6.3. Refinancing Agreement
- 3.6.4. Judicial Approval

3.7. Capital Markets
- 3.7.1. Equity Markets
- 3.7.2. Syndicated Loan Market
- 3.7.3. Bond Markets
- 3.7.4. Hybrid Capital Markets
- 3.7.5. Foreign Exchange Markets
- 3.7.6. Derivative Products
- 3.7.7. Project Finance

3.8. Mergers and Acquisitions (M&A)
- 3.8.1. Main Reasons for Mergers and Acquisitions
- 3.8.2. What is an M&A Process Like?
- 3.8.3. Financing Structures in the M&A Process

3.9. Financial Due Diligence
- 3.9.1. Fundamentals of Financial DD
- 3.9.2. P&L Review
- 3.9.3. Balance Sheet Review
- 3.9.4. Cash Flows Review
- 3.9.5. Relevant Aspects in the Process

3.10. Private Equity and Venture Capital
- 3.10.1. PE Investment Typologies
- 3.10.2. Instrumentation and Financing of PE Operations
- 3.10.3. Compensation Mechanisms for the Management Team and Equity Structuring

Module 4. Operations, Processes and Efficiency

4.1. The Operations
- 4.1.1. Strategy vs. Operations
- 4.1.2. The Actors of the Operations

4.2. The Structure of Operations
- 4.2.1. Sequence of Activities
- 4.2.2. Design Chain
- 4.2.3. Value Chain
- 4.2.4. Service Chain

4.3. Operation Variables
- 4.3.1. Transaction Variables
- 4.3.2. Process Analysis
- 4.3.3. Flow Analysis

4.4. Other Considerations on Operating Variables
- 4.4.1. Human Resources
- 4.4.2. Information Systems Analysis
- 4.4.3. Conflict Resolution

4.5. Company Processes
- 4.5.1. Process Overview
- 4.5.2. *Frontoffice*
- 4.5.3. *Backoffice*

4.6. The Operating Process par Excellence: The Supply Chain
- 4.6.1. The Supply Chain
- 4.6.2. Supply Chain Challenges
- 4.6.3. Solutions Through Operations

4.7. Process Efficiency
- 4.7.1. Critical Processes
- 4.7.2. Identification of Areas for Improvement
- 4.7.3. Efficiency Measurement Indicators

4.8. Optimization, Digitalization and Transformation of Processes
- 4.8.1. Business Process Management (BPM)
- 4.8.2. Process Mining
- 4.8.3. Task Mining
- 4.8.4. Process Robotization (RPA)

4.9. Outsourcing and Process Centralization Strategies
- 4.9.1. BPO vs. CSC in Processes
- 4.9.2. Conceptualization of a CSC
- 4.9.3. Critical Aspects of a CSC

4.10. Continuous Improvement in Operations
- 4.10.1. The Area of Quality and Processes in the Organization
- 4.10.2. Achieving Continuous Improvement
- 4.10.3. Digital Transformation Associated with Continuous Improvement

Module 5. Marketing and Sales in Consulting

5.1. The Marketing and Sales Function in Consulting
- 5.1.1. Marketing and Positioning
- 5.1.2. Relationship Between Marketing and Sales
- 5.1.3. Selling in Consulting

5.2. Turn an idea into a Market Proposition
- 5.2.1. The Process
- 5.2.2. The Offer
- 5.2.3. Validation and Feasibility
- 5.2.4. Market Size: TAM, SAM, SOM
- 5.2.5. The Target Customer
- 5.2.6. Market Case

5.3. Structuring the Sales Process
- 5.3.1. The General Structure in the Sales Process
- 5.3.2. The Sales Funnel
- 5.3.3. Phases and Milestones of Each Part of the Process

5.4. The Origination Process
- 5.4.1. Sources of Origination
- 5.4.2. The Opportunity
- 5.4.3. Next Steps

5.5. Qualifying Opportunities
- 5.5.1. Your Customer's Business
- 5.5.2. Opportunity Qualification: Process and Criteria
- 5.5.3. The Importance of Generating Value

5.6. Interaction with Different Stakeholders
- 5.6.1. The Buyer and the Rest of the Intervening Parties
- 5.6.2. Interaction With Them: Strategies
- 5.6.3. Human Interaction Profiles: The Importance of Tailoring the Message to the Audience

5.7. Key Components of a Proposal
- 5.7.1. Structure and Minimum Content
- 5.7.2. Executive Summary
- 5.7.3. Scope and Risk Management

5.8. The Importance of Value Generation in a Market Proposal
- 5.8.1. How to Talk About Value
- 5.8.2. Difference Between Value and Price
- 5.8.3. Different Pricing Models: Implications and Risks

5.9. Negotiation and Closing Process
- 5.9.1. Usual Steps in a Negotiation
- 5.9.2. The Importance of Generating Alternatives
- 5.9.3. Risk and Contract Management

5.10. Leading a Sales Process
- 5.10.1. Duration and Management of the Sales Process
- 5.10.2. Technology in the Sales Process
- 5.10.3. Monitoring of the Process
- 5.10.4. The Importance of Feedback

Module 6. Organization, People and Organizational Culture

6.1. Organizations, Typology and Key Aspects
- 6.1.1. Taxonomy of Organizations According to Size/Scale and Functions Large Corporation vs. Medium-Sized Company
- 6.1.2. Individual Case: *Start up*

6.2. The Human Resources Function
- 6.2.1. Enclave in the Organization
- 6.2.2. Main HR Function Constraints
  - 6.2.2.1. Legal
  - 6.2.2.2. Organizational
  - 6.2.2.3. Talent
- 6.2.3. Main Attributions

6.3. Internal Departments
- 6.3.1. Talent Management
- 6.3.2. Performance Management
- 6.3.3. Education and Development
- 6.3.4. Corporate Culture

6.4. Dimensioning of Departments
- 6.4.1. Value Chain
- 6.4.2. Gap Analysis People - Positions
- 6.4.3. Scope of Work and Dimensioning
- 6.4.4. Efficiency Levers
  - 6.4.4.1. Redefinition of the Service Catalog
  - 6.4.4.2. Consolidation
  - 6.4.4.3. Automation
  - 6.4.4.4. Outsourcing

6.5. Productivity, Attraction, Retention and Activation of Talent
- 6.5.1. Productivity
- 6.5.2. Levers for Productivity
- 6.5.3. Talent Attraction, Retention and Attraction Levers

6.6. Monetary Compensation vs. Non-Monetary
- 6.6.1. Wage Band Models
- 6.6.2. Non-cash Compensation Models
  - 6.6.2.1. Working Model
  - 6.6.2.2. Corporate Community
  - 6.6.2.3. Company Image
- 6.6.3. Monetary vs. Non-Monetary Compensation

6.7. Corporate Culture
- 6.7.1. Alignment of Culture and Strategic Objectives
- 6.7.2. Structure of a Typical Project
- 6.7.3. Corporate Culture and its Implementation

6.8. Change Management
- 6.8.1. Analysis Components in Change Management
- 6.8.2. Importance of Change Management in Complex Projects
- 6.8.3. Structure of a Typical Project

6.9. Transformation in Complex Corporate Environments
- 6.9.1. The Transformation
- 6.9.2. Structure of a Typical Project
- 6.9.3. Transformation Enablers

6.10. Transformation vs. Change Management
- 6.10.1. Main Differences in Project
- 6.10.2. Change Manager vs. Transformation Manager Role
- 6.10.3. Management Tools

Module 7. Financial Function

7.1. Financial Function
- 7.1.1. The Usual Functions and Role of the CFO
- 7.1.2. Organizational Structure of Financial Function
- 7.1.3. Challenges and Trends in Financial Function:
  - 7.1.3.1. Retrospective of Financial Function
  - 7.1.3.2. Towards a Leaner Financial Function
  - 7.1.3.3. Key Enablers

7.2. Operational Finance
- 7.2.1. Finances vs. Accounting
- 7.2.2. Financial Accounting
  - 7.2.2.1. Heritage Properties
  - 7.2.2.2. Balance
  - 7.2.2.3. Income Statement
  - 7.2.2.4. Cash Flow
  - 7.2.2.5. Operating Ratios: ROE, ROA
  - 7.2.2.6. Operating Cash Requirements
  - 7.2.2.7. Working Capital
- 7.2.3. Keys to Balance Sheet Analysis
- 7.2.4. Keys to Income Statement Analysis

7.3. Analytical Accounting
- 7.3.1. Taxonomy of Costs
- 7.3.2. Types of Cost Allocation
  - 7.3.2.1. Standard Cost
  - 7.3.2.2. Analytical Models
- 7.3.3. Types of Analytical Models
  - 7.3.3.1. *Direct Costing*
  - 7.3.3.2. *Full Costing*
  - 7.3.3.3. *Activity-Based Costing*

7.4. Treasury and Financial Risks
- 7.4.1. The Treasury Function
- 7.4.2. Organizational and Governance Model of the Treasury Function
- 7.4.3. Functions
  - 7.4.3.1. *Working Capital Management*
  - 7.4.3.2. *Cash Flow Management*
  - 7.4.3.3. *Liquidity Management*
- 7.4.4. Trends
- 7.4.5. Treasury-Related Systems and Applications
- 7.4.6. Treasury Reports:
  - 7.4.6.1. Structure of Treasury Reports
  - 7.4.6.2. Classification of the Different Types of Receipts and Payments
  - 7.4.6.3. The Budget for Collections and Payments
  - 7.4.6.4. Optimization of Cash Surpluses
  - 7.4.6.5. Practical Business Management Conclusions

7.5. *Corporate Performance Management* (CPM)
- 7.5.1. Strategic Financial Planning
  - 7.5.1.1. Process
  - 7.5.1.2. Good Practices
  - 7.5.1.3. Models (Structure, Working Capital, Debt/Equity, Tax, Others)
- 7.5.2. Budget
  - 7.5.2.1. Budget Dimensions
  - 7.5.2.2. Budgeting Techniques
  - 7.5.2.3. Common Problems
- 7.5.3. Consolidation
  - 7.5.3.1. Corporate Taxonomy in Parent Company Consolidation
  - 7.5.3.2. Soc. Dependent
  - 7.5.3.3. Soc. Multigroup
  - 7.5.3.4. Soc. Associate

7.5.3.5. Consolidation Methods
7.5.3.5.1. Global
7.5.3.5.2. Proportional
7.5.3.5.3. Equity Method
7.5.3.7. Stages of the Process
7.5.3.7.1. Homogenize
7.5.3.7.2. Add
7.5.3.7.3. Adjust
7.5.3.7.4. Reports
7.5.4. Common Problems
7.6. Financial Reporting
7.6.1. Data
7.6.2. Information Sources
7.6.3. Types of Reporting Solutions
7.6.4. Implementation Methodologies
7.6.5. Expected Profits
7.7. Adapting the Finance Function to the New Digital Era
7.7.2. Financial Management Challenges
7.7.2. Solutions
7.7.2.1. Strategy, Integration, Function Transformation
7.7.2.2. Efficiency and Automation (RPA / Artificial Intelligence)
7.7.2.3. *Performance Improvement*
7.7.2.4. Treasury Management
7.7.2.5. Governance and Internal Control
7.8. Organizational and Operational Models of Finance function
7.8.1. Models of Organization of Financial Function
7.8.2. Centralization vs. Decentralization
7.8.3. Centralization: Introduction to Different Models
7.8.3.1. Shared Services Center (SSC)
7.8.3.2. Multi-Function Shared Services (MFSS)
7.8.3.3. Global Business Services (GBS)
7.8.3.4. Integrated Business Services (IBS)
7.8.3.5. Business Process Outsourcing (BPO)
7.9. Governance and Internal Control
7.9.1. The Role of Internal Control
7.9.2. Internal Control over Financial Reporting
7.9.3. Frame of Reference
7.9.4. Internal Control System over Financial Reporting
7.9.5. The Role of Supervision and the Role of the Audit Committee
7.10. Financial Function Consulting
7.10.1. Consulting for Financial Function According to the Area of Operation
7.10.2. Types of Projects
7.10.3. Organization of Financial Consulting Projects

Module 8. Innovation

8.1. Innovation
8.1.1. Innovation
8.1.1.1. Innovation and Misconceptions
8.1.1.2. Basic Premises of Innovation
8.1.1.3. Redefining Innovation
8.1.2. Common Errors
8.1.2.1. Falling Into the Trap of Consistency and Compromise
8.1.2.2. Confusing Technical Problems with Innovation Problems
8.1.2.3. Develop Tactical Solutions to Strategic Problems and Vice Versa
8.2. Innovative Thinking and Culture
8.2.1. The Talent Needed to Innovate:
8.2.1.1. The Myth of the Expert
8.2.1.2. Variety is the Key to Success
8.2.1.3. The Talent of Innovative Companies
8.2.1.4. Ideal Profile of a Company's Innovation Manager
8.2.2. Collaborative Culture:
8.2.2.1. Without Collaboration There is no Innovation
8.2.2.2. Towards a Culture of Collaboration
8.2.2.3. Values
8.2.3. Models for Seeding a Culture of Innovation

8.3. Soft Skills as a Driver of Innovation
- 8.3.1. The Soft Skills Revolution:
  - 8.3.1.1. The 4.0 Revolution
  - 8.3.1.2. The Soft Revolution
  - 8.3.1.3. Soft Skills
  - 8.3.1.4. Soft Skills Vs. Hard Skills
- 8.3.2. Soft Skills
  - 8.3.2.1. The Soft Skills Needed for Innovation
  - 8.3.2.2. Developing Soft Skills to Innovate in You
  - 8.3.2.3. Development of Soft Skills for Business Innovation

8.4. Innovation Ecosystems
- 8.4.1. The Innovation Ecosystem
  - 8.4.1.1. The Triple and Quadruple Helix
  - 8.4.1.2. Protagonists of Innovation Ecosystems
  - 8.4.1.3. Building an Innovation Ecosystem for a Business
- 8.4.2. Open Innovation
  - 8.4.2.1. Benefits and Weaknesses of the Different Models
  - 8.4.2.2. When and How Much to Open Innovation
  - 8.4.2.3. Examples
- 8.4.3. Main Collaborative Innovation Tools
  - 8.4.3.1. Analog Tools
  - 8.4.3.2. Digital Tools
  - 8.4.3.3. Business Selection Process

8.5. Business Innovation System
- 8.5.1. Innovation Systems
  - 8.5.1.1. The Importance of Size
  - 8.5.1.2. The Innovation System, a Tailor-Made Suit for our Organization
  - 8.5.1.3. Types of Innovation Systems
- 8.5.2. Innovation Cycle
  - 8.5.2.1. The Scientific Method
  - 8.5.2.2. Phases of the Innovation Cycle
  - 8.5.2.3. Failure Management
- 8.5.3. Fundamental Elements of a System:
  - 8.5.3.1. Knowledge Management
  - 8.5.3.2. Measuring Innovation
  - 8.5.3.3. Financing Innovation

8.6. Identification of Problems and Opportunities for Innovation
- 8.6.1. Problem Identification
  - 8.6.1.1. Operational and Strategic Issues
  - 8.6.1.2. Classification of Problems
  - 8.6.1.3. How to Create a Problem Map
- 8.6.2. Problem Prioritization
  - 8.6.2.1. Ruling out Technical Problems
  - 8.6.2.2. The Prioritization Matrix
  - 8.6.2.3. Group Exercises
- 8.6.3. Dissecting Problems and Defining Challenges:
  - 8.6.3.1. Problems vs. Challenges
  - 8.6.3.2. Dissection of Problems
  - 8.6.3.3. Definition of Challenges
  - 8.6.3.4. Challenge Sizing (Potential Return)

8.7. Development of Innovative Solutions
- 8.7.1. Design of Innovative Solutions
  - 8.7.1.1. Creativity Techniques
  - 8.7.1.2. *Building blocks* to Innovate
  - 8.7.1.3. Creativity Training
- 8.7.2. Identification of Risks
  - 8.7.2.1. Generation Risks
  - 8.7.2.2. Market Risks
  - 8.7.2.3. Financial Risks
  - 8.7.2.4. Prioritization Matrix of Hypothetical Solutions
- 8.7.3. Iterative Experimentation and Validation
  - 8.7.3.1. Reasoning for Experimenting and not Surveying
  - 8.7.3.2. Design of Tests and Experiments According to Risk Type
  - 8.7.3.3. Measurement of Results, Analysis, Conclusions and Iteration

8.8. Innovative and Intelligent Sustainable Urban Developments (Smart Cities)
- 8.8.1. Fostering Innovation in Sustainable and Intelligent Development
  - 8.8.1.1. Innovation as a Driver of Sustainable Development
  - 8.8.1.2. Impacts Sought
- 8.8.2. Smart Cities Innovation
  - 8.8.2.1. *Smart Cities*
  - 8.8.2.2. Innovation in the Development of Cities
  - 8.8.2.3. Promotion of the Innovative Ecosystem of Cities
  - 8.8.2.4. Public-Private Cooperation
- 8.8.3. Innovation in Smart Regions
  - 8.8.3.1. Innovation in Regional Development
  - 8.8.3.2. Promoting the Innovative Ecosystem of the Regions
  - 8.8.3.3. The Impact of Smart Regions

8.9. Public Financing of Innovation
- 8.9.1. Financing Innovation
  - 8.9.1.1. Reasons for Financing
  - 8.9.1.2. Objectives of Innovation Financing
  - 8.9.1.3. Benefits of Financing Innovation
- 8.9.2. Public Financing of Innovation
  - 8.9.2.1. Public Funding
  - 8.9.2.2. Sources of European Financing
  - 8.9.2.3. Impact of Publicly Financed Projects

Module 9. Technology and Digitalization

9.1. The New Role of Technologies in a Company
- 9.1.1. Digitalization
- 9.1.2. Scope of Digitalization in the Business
- 9.1.3. Responsibility in the Business

9.2. Major Technology Trends and their Application in the Enterprise
- 9.2.1. Innovating in the Digital Age
- 9.2.2. From Ideas to Value
- 9.2.3. Four Technologies to Consider (*Cloud*, AI, 5G and *Blockchain*)

9.3. The Secret is in the Data
- 9.3.1. *Data Driven Companies*
- 9.3.2. The Value of Data
- 9.3.3. The Cloud Changes Everything
- 9.3.4. *Data Science*

9.4. The Sale of Technology and Digitization in the Enterprise
- 9.4.1. Value Platforms in the Organization
- 9.4.2. The Importance of the Digitalization Environment
- 9.4.3. Digital Transformation Methodology
  - 9.4.3.1. The Polar Star
  - 9.4.3.2. Starts Small and Scales Fast
  - 9.4.3.3. Prioritization and Roadmap
  - 9.4.3.4. Business Case: Without Impact and Return There is Nothing
  - 9.4.3.5. Modes of Execution: the "Control Tower" Concept as a Guarantor of Success

9.5. A New Operating Model
- 9.5.1. The Digital Organization
- 9.5.2. *Open Innovation, Lean Start up, Design Thinking and Agile*
- 9.5.3. The New Process of Creating Digital Products and Services in the Organization (from Discovery to Value Hacking)
- 9.5.4. The MVP and the Iterative Development Process
  - 9.5.4.1. IT Department IT Functions
  - 9.5.4.2. Organization and Governance
  - 9.5.4.3. The Well-Known Suppliers

9.6. Implementation of Information Systems
- 9.6.1. Objective: Impact
- 9.6.2. Stakeholder Map
- 9.6.3. Most Suitable Technologies and Products

9.7. Forms of Execution and Organization in the Implementation
- 9.7.1. The Implementation Process
- 9.7.2. Organization in the Implementation
- 9.7.3. Cost and Cave Issues to Consider

9.8. People and Change Management
- 9.8.1. Cultural Change
- 9.8.2. The Change Management Project
- 9.8.3. Communication as an Essential Part of Effective Change Management

9.9. Development of New Business Models Based on Technology
- 9.9.1. *Framework* for the Development of New Business Models
- 9.9.2. Approach Strategies
- 9.9.3. Investment Vehicles. *Corporate Venture Capital*

9.10. Aid to Companies for the Development of IT Projects
- 9.10.1. Multi-Annual Framework for EC Assistance
- 9.10.2. EU *Next Generation Funds*

Module 10. Integrated Project Management

10.1. The Project and its Relationship with Management
- 10.1.1. The Project and Project Management
  - 10.1.1.1. The Project
  - 10.1.1.2. Management
  - 10.1.1.3. The Lifecycle
  - 10.1.1.4. Roles in Project Management
  - 10.1.1.5. Benefits of Project Management
- 10.1.2. Types of Projects
  - 10.1.2.1. Processes
  - 10.1.2.2. Integration and Technology
  - 10.1.2.3. Strategy
- 10.1.3. Project Organization

10.2. Relevant Considerations in Project Management
- 10.2.1. PMBOK
  - 10.2.1.1. Relevant Aspects.
  - 10.2.1.2. Main Benefits
- 10.2.2. *Value Realization Office*
  - 10.2.2.1. Relevant Aspects
  - 10.2.2.2. Main Benefits
- 10.2.3. *Waterfall*
  - 10.2.3.1. Relevant Aspects
  - 10.2.3.2. Main Projects for Which this Methodology is Intended
  - 10.2.3.3. Main Benefits
- 10.2.4. *AGILE*
  - 10.2.4.1. Relevant Aspects
  - 10.2.4.2. Main Projects for Which this Methodology is Intended
  - 10.2.4.3. Main Benefits

10.3. Scope and Expectation Management
- 10.3.1. Scope Management Plan
  - 10.3.1.1. The Scope
  - 10.3.1.2. Main Features
  - 10.3.1.3. Verify the Scope
- 10.3.2. Expectation Management
  - 10.3.2.1. Identify Customer Expectations
  - 10.3.2.2. Scope vs. Expectations Matrix
  - 10.3.2.3. Verify and Close the Final Scope
- 10.3.3. Risks and Benefits

10.4. Project Planning
- 10.4.1. Planning a Project
  - 10.4.1.1. Planning of Objectives, Activities and Major Milestones
  - 10.4.1.2. Planning of Key Deliverables
  - 10.4.1.3. Planning Tools (Dashboard)
- 10.4.2. Equipment Planning
  - 10.4.2.1. Resource Estimation Techniques and Tools (Top-down, Bottom-up, Delphi Estimation, Parametric Estimation, Etc.)
  - 10.4.2.2. Estimation of Resources: Roles, Responsibilities and Costs
  - 10.4.2.3. Service Continuity Plan
- 10.4.3. Time Planning
  - 10.4.3.1. Sequencing of Activities
  - 10.4.3.2. Development of the Work Schedule
  - 10.4.3.3. Control of the Work Schedule

10.5. Team Management (HR)
- 10.5.1. Team Plan
  - 10.5.1.1. People Plan
  - 10.5.1.2. Selection of the Project Team
  - 10.5.1.3. Performance Evaluation Systems
- 10.5.2. Develop the Project Team
  - 10.5.2.1. Acquisition of Equipment
  - 10.5.2.2. Assigning the Team to the Project
- 10.5.3. Project Team Management
  - 10.5.3.1. Need to Coordinate and Lead the Team Effectively
  - 10.5.3.2. Collaborative Team Work Management Tools
  - 10.5.3.3. Conflict Management
  - 10.5.3.4. Service Continuity Plan
  - 10.5.3.5. *Feedback* and Assessment of Team Performance

10.6. Cost Management
- 10.6.1. Cost Estimates
  - 10.6.1.1. Cost Management Plan
  - 10.6.1.2. Project Cost Estimation
  - 10.6.1.3. Cost Management Techniques and Tools
- 10.6.2. The Budget
  - 10.6.2.1. Determination of the Budget
  - 10.6.2.2. Budget Selection Methodologies
  - 10.6.2.3. Techniques and Tools for Budget Definition
- 10.6.3. Cost Control
  - 10.6.3.1. Cost Control Objectives
  - 10.6.3.2. Measuring the Progress of Project Posts
  - 10.6.3.3. Cost Control Techniques and Tools

10.7. Communications Management Communication
- 10.7.1. Stakeholder Identification
  - 10.7.1.1. Identification of Internal and External Agents
  - 10.7.1.2. Identification of Stakeholder Expectations
  - 10.7.1.3. Techniques and Tools for Stakeholder Identification and Categorization
- 10.7.2. The Communication Plan
  - 10.7.2.1. Identification of Main Messages for Each Agent Typology
  - 10.7.2.2. Identification and Definition of the Main Communication Channels
  - 10.7.2.3. Communication Requirements Analysis
  - 10.7.2.4. Communication Typology: Verbal-Written / Formal-Informal
  - 10.7.2.5. Communication Techniques and Tools
- 10.7.3. Control of Communication Actions
  - 10.7.3.1. Action Planning (Timeline, Resources, Deadlines, Expected Results, Etc.)
  - 10.7.3.2. Communication Actions Control Tools
  - 10.7.3.3. Measuring the Results of Communication Actions

10.8. Quality Management
- 10.8.1. Quality Analysis and Quality Control (Quality Analysis - QA)
  - 10.8.1.1. Quality Management
  - 10.8.1.2. Expected Achievements
  - 10.8.1.3. Quality Measurement Indicators (Standards)
- 10.8.2. Quality Assurance Actions
  - 10.8.2.1. Planning of Review Activities: Monthly and Annual Reports, etc.
  - 10.8.2.2. Quality Audits
  - 10.8.2.3. Continuous Improvement
- 10.8.3. Project Quality Control
  - 10.8.3.1. Quality Feedback Tools for Deliverables Quality
  - 10.8.3.2. Management of Conformities and Non-Conformities of Deliverables
  - 10.8.3.3. *Peer Review* and its Main Benefits
  - 10.8.3.4. Measuring the Quality of Deliverables

10.9. Risk Management
- 10.9.1. Risk Planning
  - 10.9.1.1. Risk Management Planning
  - 10.9.1.2. Identification of Risks
  - 10.9.1.3. Risk Categorization Tools

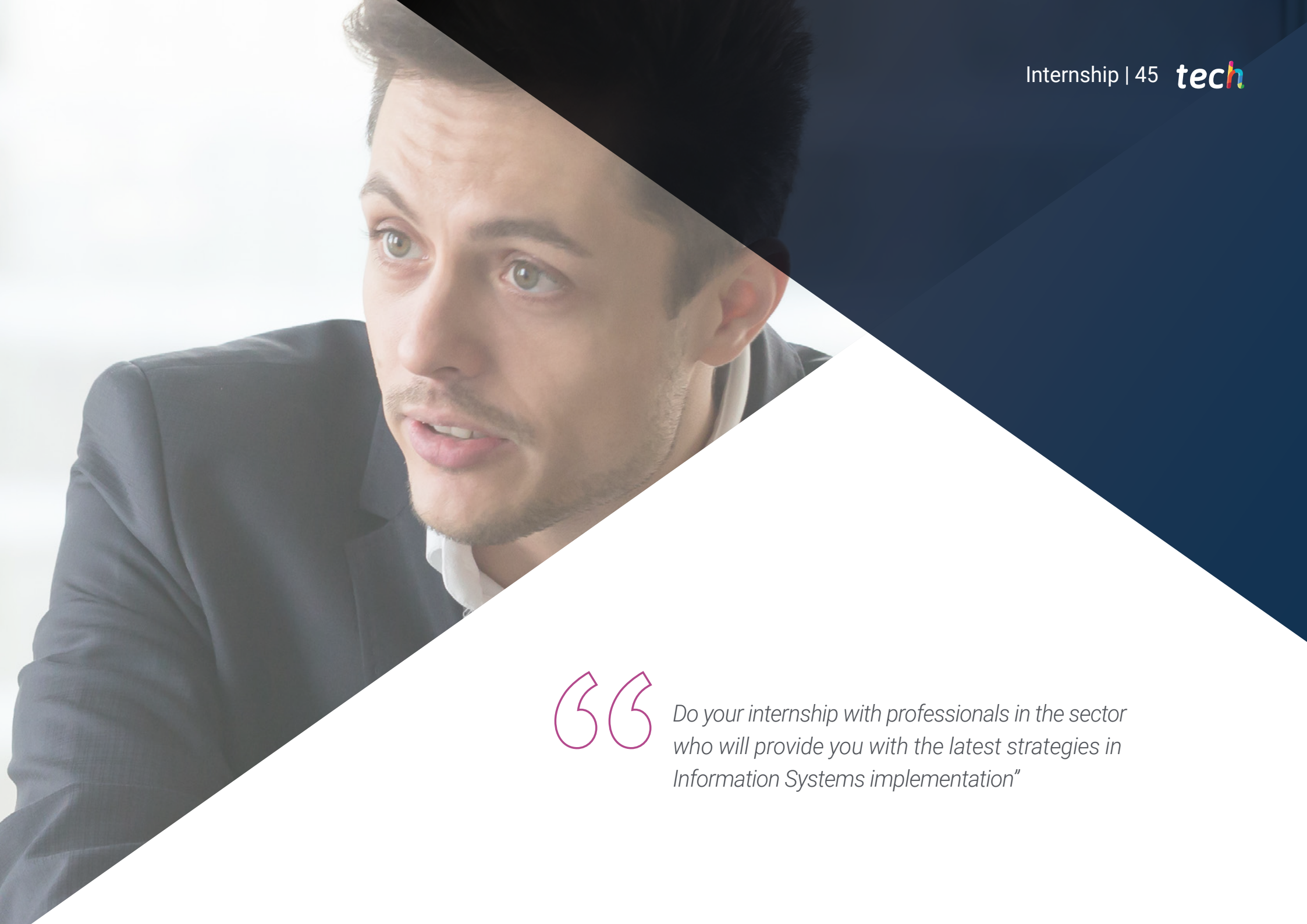
10.9.2. Monitoring of the Contingency Plan
10.9.2.1. Quantitative and Qualitative Risk Analysis
10.9.2.2. Probability and Impact Assessment
10.9.2.3. Monitoring Tools
10.9.3. Risk Monitoring and Control
10.9.3.1. Risk Register: Owners, Actions, Symptoms, Risk Levels
10.9.3.2. Mitigation Action Planning
10.9.3.3. Audit and Monitoring of Risks
10.9.3.4. Monitoring of the Results of the Implemented Action Plans
10.9.3.5. Risk Re-Evaluation
10.10. Project Closure and Change Management
10.10.1. Change Management
10.10.1.1. Knowledge Transfer
10.10.1.2. Phases of Knowledge Transfer
10.10.1.3. Planning the Transfer of Knowledge: Training, Materials, Etc.
10.10.2. Project Closure
10.10.2.1. Collection of Information
10.10.2.2. Final Analysis and Main Conclusions
10.10.2.3. The Closing Meeting
10.10.2.4. Analysis of the Following Steps
10.10.3. The Impact of the Project
10.10.3.1. The Importance of Measuring the Impacts Obtained
10.10.3.2. Impact Within the Organization
10.10.3.3. Customer Impact Management

You will accurately perform business assessments and develop practical recommendations to optimize performance"

07

Internship

Once the online theoretical period has been passed, this university degree provides for an Internship Program stage in a renowned institution. In this way, graduates will be supervised by a specialist tutor, who will assist them throughout the process and ensure that they enjoy highly effective learning.



Do your internship with professionals in the sector who will provide you with the latest strategies in Information Systems implementation"

The Internship Program of this Business Consulting program consists of a 3-week practical internship in a recognized entity, from Monday to Friday, with 8 consecutive hours of practical learning with an assistant specialist. This experience will allow graduates to enter a professional environment, alongside a team of professionals who will help them to significantly enhance their skills.

Through an eminently practical approach, the activities that are part of this academic proposal are aimed at developing and perfecting the skills necessary to provide Business Consulting services. This will enable students to incorporate into their daily practice the most innovative techniques for the optimization, digitalization and transformation of processes.

Undoubtedly, this is an ideal opportunity for graduates to develop professionally in first-class facilities. In addition, they will be supported by a team of experts in Business Consulting. These professionals will help students to use the most cutting-edge tools to successfully manage organizational changes.

The practical part will be carried out with the active participation of the student performing the activities and procedures of each area of competence (learning to learn and learning to do), with the accompaniment and guidance of the professors and other training partners that facilitate teamwork and multidisciplinary integration as transversal competencies for the praxis of Business Consulting (learning to be and learning to relate). and learning to relate).

The procedures described below will be the basis of the practical part of the program, and their implementation will be subject to the center's own availability and workload, the proposed activities being the following:

Module	Practical Activity
Marketing and Sales Techniques	Conduct market research to identify possible opportunities and trends
	Establish the segments to be targeted by the Consultancy, based on demographic, psychographic and behavioral characteristics.
	Create a consistent brand identity (including logo, tagline and key messages).
	Design customized proposals that highlight the benefits and value of the consultancy's services.
Organizational Culture	Optimize processes and workflows with the goal of improving both efficiency and productivity
	Carry out communication strategies to ensure that all employees are informed and aligned with changes in the work environment
	Implement constructive performance appraisal systems that encourage growth and continuous improvement
	Conduct regular surveys to measure the work climate, as well as staff satisfaction
Financial Management	Analyze the financial statements (balance sheet, income statement, cash flow statement) to assess the company's cash flow statements) to assess the economic health of the company.
	Develop detailed and realistic budgets that align financial resources with strategic objectives
	Advise on the optimal capital structure in order to maximize shareholder value
	Propose strategies to mitigate financial risks such as market, credit, or liquidity risks
Technology and Digital Processes	Evaluate existing technology infrastructure to identify strengths, weaknesses, and areas for improvement
	Develop a detailed plan that defines the steps needed to implement the digital strategy.
	Plan the migration of data and systems to new technology platforms, ensuring business continuity
	Implement policies aimed at protecting the organization's data and systems

Civil Liability Insurance

This institution's main concern is to guarantee the safety of the learners and other collaborating agents involved in the internship process at the company. Among the measures dedicated to achieve this is the response to any incident that may occur during the entire teaching-learning process.

To this end, this entity commits to purchasing a civil liability insurance policy to cover any eventuality that may arise during the course of the internship at the center.

This liability policy for interns will have broad coverage and will be taken out prior to the start of the Internship Program period. That way professionals will not have to worry in case of having to face an unexpected situation and will be covered until the end of the internship program at the center.

General Conditions of the Internship Program

The general terms and conditions of the internship agreement for the program are as follows:

1. TUTOR: During the Hybrid Professional Master's Degree, students will be assigned with two tutors who will accompany them throughout the process, answering any doubts and questions that may arise. On the one hand, there will be a professional tutor belonging to the internship center who will have the purpose of guiding and supporting the student at all times. On the other hand, they will also be assigned with an academic tutor whose mission will be to coordinate and help the students during the whole process, solving doubts and facilitating everything they may need. In this way, the student will be accompanied and will be able to discuss any doubts that may arise, both clinical and academic.

2. DURATION: The internship program will have a duration of three continuous weeks, in 8-hour days, 5 days a week. The days of attendance and the schedule will be the responsibility of the center and the professional will be informed well in advance so that they can make the appropriate arrangements..

3. ABSENCE: If the students does not show up on the start date of the Hybrid Professional Master's Degree, they will lose the right to it, without the possibility of reimbursement or change of dates. Absence for more than two days from the internship, without justification or a medical reason, will result in the professional's withdrawal from the internship, therefore, automatic termination of the internship. Any problems that may arise during the course of the internship must be urgently reported to the academic tutor.

4. CERTIFICATION: Professionals who pass the Hybrid Professional Master's Degree will receive a certificate accrediting their stay at the center.

5. EMPLOYMENT RELATIONSHIP: the Hybrid Professional Master's Degree shall not constitute an employment relationship of any kind.

6. PRIOR EDUCATION: Some centers may require a certificate of prior education for the Hybrid Professional Master's Degree. In these cases, it will be necessary to submit it to the TECH internship department so that the assignment of the chosen center can be confirmed.

7. DOES NOT INCLUDE: The Hybrid Professional Master's Degree will not include any element not described in the present conditions. Therefore, it does not include accommodation, transportation to the city where the internship takes place, visas or any other items not listed

However, students may consult with their academic tutor for any questions or recommendations in this regard. The academic tutor will provide the student with all the necessary information to facilitate the procedures in any case.

08

Where Can I Do the Internship?

In its philosophy of providing university degrees of excellence, TECH has made a great effort so that the practical stay that makes up this Hybrid Executive Master's Degree can be done in different institutions of reference around the national geography. In this way, this institution strengthens its commitment to quality and affordable education for all.

You will carry out your Internship Program in a prestigious institution, equipped with the most advanced technological tools so that you can develop your work with maximum efficiency"

The student will be able to complete the practical part of this Hybrid Professional Master's Degree at the following centers:

NeoAttack

Country
Spain

City
Madrid

Address: Calle Santa Engracia 151, Planta 1, 1, Madrid

NeoAttack leads the market in carrying out SEO and advertising strategies.

Related internship programs:
Graphic Design
- Software Development

Delve into the most relevant theory in this field, subsequently applying it in a real work environment"

09

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

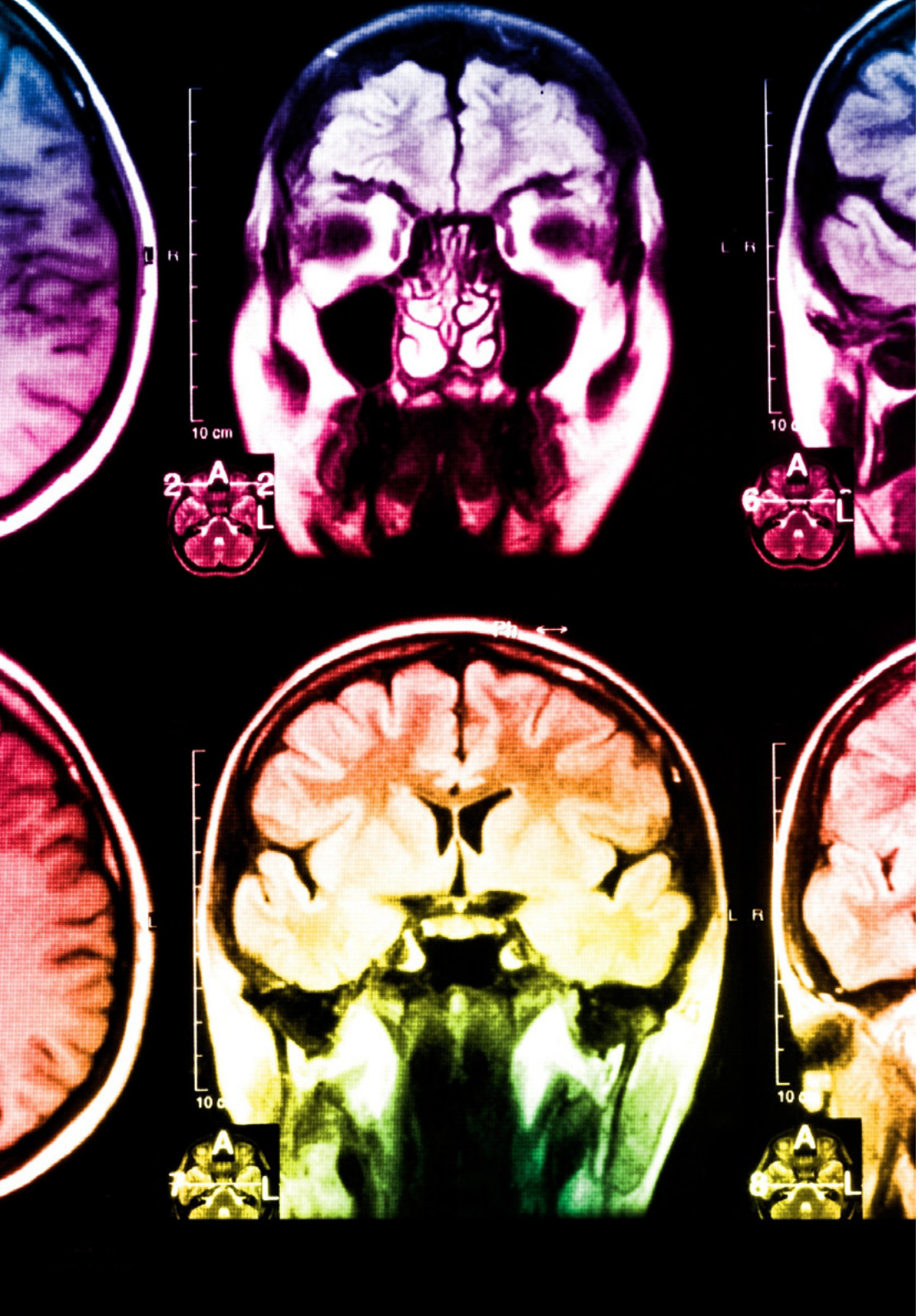
TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

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.

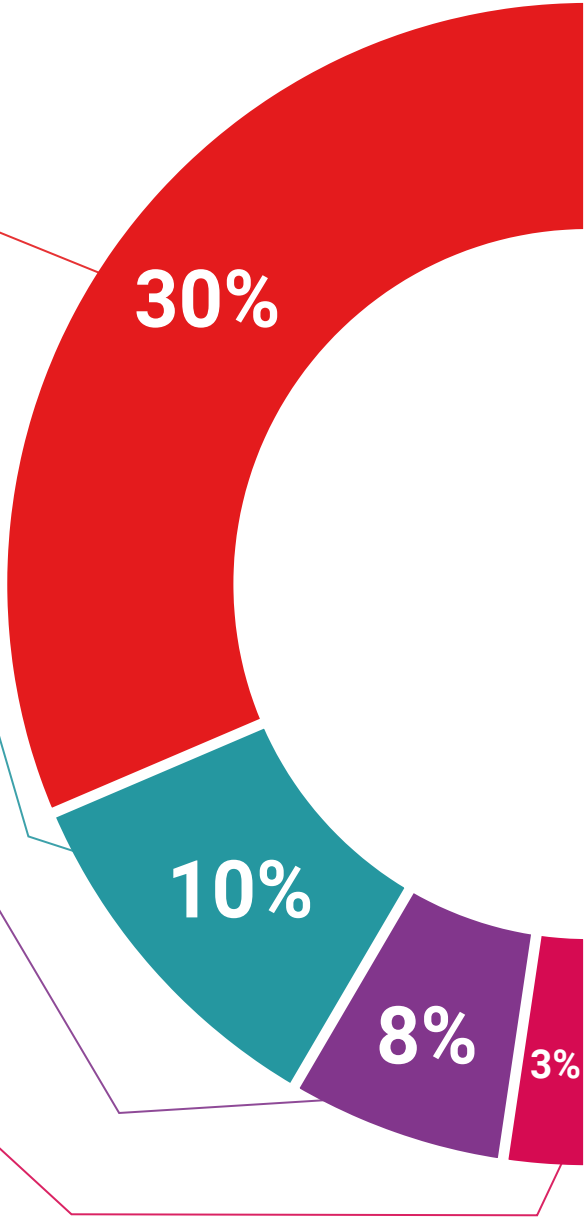
Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.

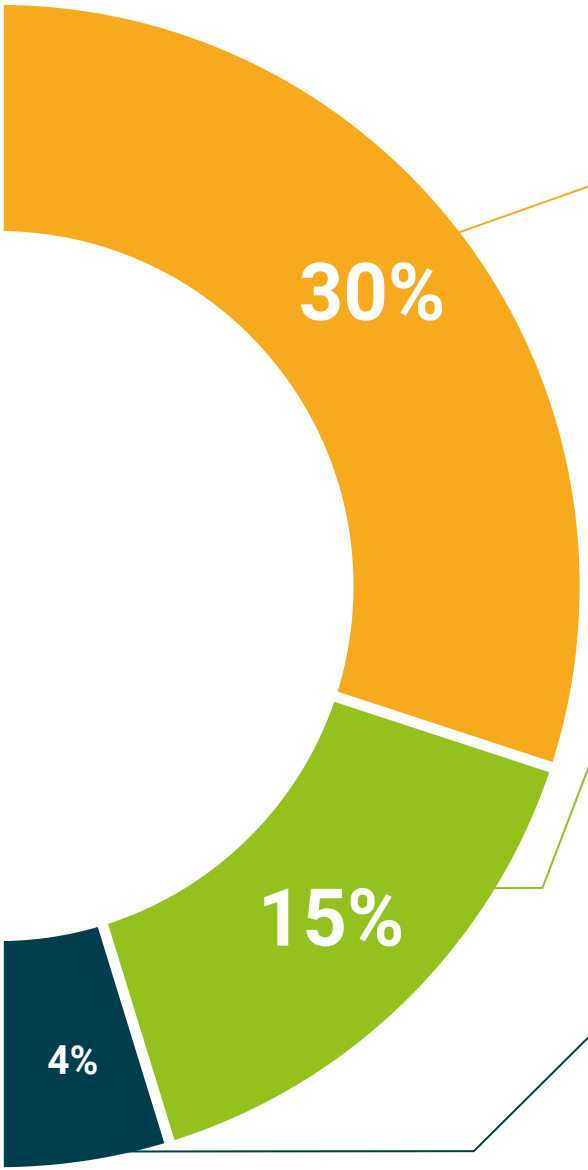
Management Skills Exercises

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.

10

Certificate

The Hybrid Executive Master's Degree in Business Consulting guarantees students, in addition to the most rigorous and up-to-date education, access to a Hybrid Executive 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 **Hybrid Executive Master's Degree in Business Consulting** 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: **Hybrid Executive Master's Degree in Business Consulting**

Modality: **Hybrid (online + Internship)**

Duration: **12 months**

Accreditation: **60 + 4 ECTS**

tech global university

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

Hybrid Executive Master's Degree in Business Consulting

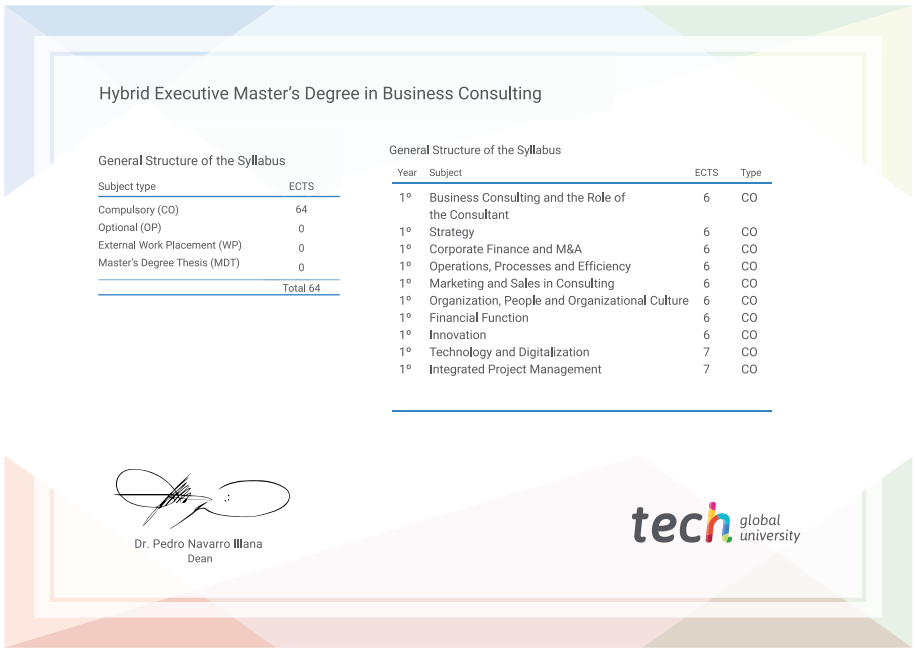
This is a private qualification of 1,500 hours of duration equivalent to 64 ECTS, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

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

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

Dr. Pedro Navarro Illana
Dean

Unique TECH Code: AFWOR023S techtitute.com/certificates



Hybrid Executive Master's Degree in Business Consulting

General Structure of the Syllabus

Subject type	ECTS
Compulsory (CO)	64
Optional (OP)	0
External Work Placement (WP)	0
Master's Degree Thesis (MDT)	0
	Total 64

General Structure of the Syllabus

Year	Subject	ECTS	Type
1º	Business Consulting and the Role of the Consultant	6	CO
1º	Strategy	6	CO
1º	Corporate Finance and M&A	6	CO
1º	Operations, Processes and Efficiency	6	CO
1º	Marketing and Sales in Consulting	6	CO
1º	Organization, People and Organizational Culture	6	CO
1º	Financial Function	6	CO
1º	Innovation	6	CO
1º	Technology and Digitalization	7	CO
1º	Integrated Project Management	7	CO

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Dean

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

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Hybrid Executive Master's Degree

Business Consulting

Modality: **Hybrid (online + Internship)**
Duration: **12 months.**
Certificate: **TECH Global University**
Accreditation: **60 + 4 ECTS**

Hybrid Executive Master's Degree

Business Consulting

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