

# Professional Master's Degree MBA in Corporate Sustainability Management (CSO, Chief Sustainability Officer)



## Professional Master's Degree MBA in Corporate Sustainability Management (CSO, Chief Sustainability Officer)

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Global University
- » Credits: 90 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtitude.com/us/engineering/professional-master-degree/master-mba-corporate-sustainability-management-cso-chief-sustainability-officer](http://www.techtitude.com/us/engineering/professional-master-degree/master-mba-corporate-sustainability-management-cso-chief-sustainability-officer)

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# 01

# Introduction

This Professional Master's Degree represents the most comprehensive in-depth study of the different fields of development that determine the sustainability and energy efficiency of organizations. A highly practical training, focused on the knowledge of the standards, trends and novelties that are being developed in this field in the sector. This knowledge will enable companies to meet the environmental objectives of any project, including the integration of sustainable development parameters and the performance of audits, with the control of options involving the different usable energy sources and adaptation to climate change.







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*Acquire the ability to diagnose, review, control and assess the adequacy of organizations to the new current energy requirements”*

This MBA will focus on the organization of companies, establishing a focus on the relationship between companies, the environment and sustainable development, addressing in detail the historical, current and future environmental issues. The competency and regulatory frameworks will be analyzed and the main international agreements on sustainability such as the Paris Agreement and the United Nations Sustainable Development Goals will be covered.

Other aspects to be analyzed are those affecting water management and pollution, addressing the regulatory framework of the water sector, establishing the regulatory hierarchy, the European Water Charter and the guidelines of a sanctioning dossier.

By completing and passing the evaluations of this program, the student will obtain a solid knowledge of the rules and regulations to be applied in relation to environmental and energy management in organizations. A complete, high-intensity program, which will allow students to incorporate into practice the most up-to-date knowledge in this field of work.

With an approach focused on efficiency, the university program allow students to optimize their efforts and achieve the best learning results in the shortest possible time. Additionally, as it is a 100% online academic itinerary, the student is not constrained by fixed schedules or the need to move to another physical location, but can access the contents at any time of the day, balancing their professional or personal life with their academic life.

On the other hand, this TECH Global University program stands out for having a qualified and experienced faculty. Likewise, among the prestigious experts of this faculty there is an International Guest Director. This figure of broad scientific and research prestige in relation to business sustainability is responsible for 10 exclusive and intensive Masterclasses.

This **MBA in Corporate Sustainability Management (CSO, Chief Sustainability Officer)** contains the most complete and up-to-date program on the market. The most important features include:

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



*A program that integrates 10 exhaustive Masterclasses, given by a prestigious International Guest Director"*



*Integrate the requirements that current environmental management standards demand in any project or organization into your way of working, with the control of ISO 14001"*

The program's teaching staff includes professionals in the sector who bring their work experience to this program, as well as renowned specialists from leading societies and prestigious universities.

Its multimedia content, developed with the latest educational technology, will allow the professional a situated and contextual learning, that is, a simulated environment that will provide an immersive training programmed to train in real situations.

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

*With comprehensive and up-to-date teaching material and the best audiovisual systems in the educational market, to provide you with an immersive learning experience.*

*A 100% online Professional Master's Degree that will allow you to balance your studies with your professional work with maximum organizational flexibility.*





# 02 Objectives

The general objective of this Professional Master's Degree is to promote the professional's capacity to act in this field so that they can incorporate the main advances in this field of work and intervention.







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*The objective of this program is to give you the most comprehensive and up-to-date knowledge on all aspects involved in environmental and energy management in organizations"*





## General Objectives

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- ◆ Gain an in-depth understanding into business organization and climate change mitigation strategies
- ◆ Develop a solid understanding of the main energy sources used globally and innovations in the energy industry
- ◆ Gain an in-depth understanding of electrical energy, breaking down the main consuming equipment and its applications
- ◆ Master the most commonly used fuels and fuel consuming equipment
- ◆ Manage both environmental and energy tools.
- ◆ Conduct energy audits
- ◆ Conduct environmental impact assessments
- ◆ Develop and implement environmental and energy improvements
- ◆ In-depth breakdown of water and waste management to enable the learner to plan management plans and operational improvements
- ◆ Carry out the calculation of the carbon and water footprint of different facilities
- ◆ Carry out product life cycle analysis
- ◆ Develop a solid understanding of energy and environmental certifications
- ◆ Develop and implement an ISO 14001 environmental management system
- ◆ Develop and implement an ISO 50001 energy management system
- ◆ Be able to carry out internal audits of management systems of organizations of organizations





## Specific Objectives

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### Module 1. Environmental and Energy Management of Organizations

- ♦ In-depth study of the organizational foundations of companies
- ♦ Understand and gain concise learning of the current policy framework, international agreements and the SDGs
- ♦ Analyze aspects related to sustainable development and current environmental and energy issues
- ♦ Gain an in-depth understanding of the circular economy and its environmental benefits
- ♦ Understand and internalize the function, systematics and applicability of sustainability reports

### Module 2. Energy Sources

- ♦ Gain an in-depth understanding of current energy sources and their impact on the environment
- ♦ Analyze the operation, advantages and disadvantages of renewable energies
- ♦ Understand in detail the different processes of electrical and thermal generation
- ♦ Identify the operation and application of developing energy sources

### Module 3. Electrical Energy

- ♦ Have in-depth knowledge of all aspects related to the generation and consumption of electrical energy
- ♦ Analyze the main characteristics of electrical energy consuming equipment
- ♦ Identify the most important aspects of energy billing
- ♦ In-depth breakdown of all aspects related to the generation and consumption of energy generated from combustion
- ♦ Establish the main characteristics of combustion systems and fuels in detail

### Module 4. Energy Management Tools

- ♦ Achieve a broad vision of the current applicable regulations
- ♦ Master regulatory inspections of energy systems
- ♦ Identification and use of energy simulation tools
- ♦ Study consumption monitoring and asset management in detail
- ♦ Elaborate energy efficiency master plans

### Module 5. Environmental Impact Assessment and Climate Change Adaptation Strategies to climate change

- ♦ Identify and establish business strategies for climate change
- ♦ Identify and classify the factors to be taken into account for environmental impact assessment
- ♦ Develop preventive and corrective actions for environmental impact
- ♦ Analyze the risks and opportunities generated by environmental impact
- ♦ Acquire guidelines for the development of climate change adaptation plans

### Module 6. Pollution and Water and Waste Management

- ♦ Gain an in-depth understanding of water management and treatment processes
- ♦ Characterize wastewater by composition
- ♦ Identification and development of strategies for efficient water use and management
- ♦ Acquire in-depth knowledge of solid waste management
- ♦ Classification of waste according to the source
- ♦ Determine the energy valuation of waste



### **Module 7. Environmental Management Tools**

- ♦ Precisely establish the application of environmental management tools in organizations
- ♦ Identify carbon markets and their utility
- ♦ Master the calculation of the carbon footprint of organizations, products and events based on international reference standards
- ♦ Acquire all the necessary knowledge for the implementation of climate change mitigation tools
- ♦ Calculate the water footprint and know the principles of the reference standards
- ♦ Develop a life cycle analysis and identify its different approaches
- ♦ Gain an in-depth understanding of the characteristics and principles of environmental and energy certifications of sustainable buildings

### **Module 8. Energy Management Systems**

- ♦ Implementation and development of energy management systems according to ISO 50001
- ♦ Energy review development
- ♦ Application of tools for baseline calculation
- ♦ Tackle energy efficiency awareness campaigns

### **Module 9. Environmental Management Systems**

- ♦ Master the application and development of the environmental management system in organizations
- ♦ Analyze and implement the requirements and specifications of the ISO 14001 standard: 2015
- ♦ Identify and assess the significant environmental aspects, environmental impacts, and environmental risks and opportunities for organizations
- ♦ Identify non-conformities and corrective actions of an environmental management system
- ♦ Establish in detail the differences between ISO 14001 and EMAS and study how to transition the management system from ISO 14001 to EMAS

### **Module 10. Management Systems Audits**

- ♦ Gain an in-depth understanding of the different types of management system audits
- ♦ Establish the responsibilities of auditors, auditees
- ♦ Design the process for the application and development of management system audits
- ♦ Plan and manage an audit program
- ♦ Master the practice of conducting a management system audit
- ♦ Write an audit report, including nonconformities, observations and areas for improvement
- ♦ Identify the particularities of environmental and energy management system audits, as well as identify objective and tangible evidence derived from the audit



**Module 11. Leadership, Ethics and Social Responsibility in Companies**

- ♦ Analyze the impact of globalization on corporate governance and corporate management
- ♦ Evaluate the importance of effective leadership in the management and success of companies
- ♦ Define cross-cultural management strategies and their relevance in diverse business environments
- ♦ Develop leadership skills and understand the current challenges faced by leaders
- ♦ Determine the principles and practices of business ethics and their application in corporate decision making
- ♦ Structure strategies for the implementation and improvement of sustainability and social responsibility in business

**Module 12. People and Talent Management**

- ♦ Determine the relationship between strategic direction and human resources management
- ♦ Delve into the skills required for effective competency-based human resources management
- ♦ Delve into the methodologies for performance evaluation and performance management
- ♦ Integrate innovations in talent management and their impact on employee retention and loyalty
- ♦ Develop strategies for motivation and development of high performance teams
- ♦ Propose effective solutions for change management and conflict resolution in organizations

**Module 13. Economic and Financial Management**

- ♦ Analyze the macroeconomic environment and its influence on the national and international financial system
- ♦ Define information systems and Business Intelligence for financial decision making
- ♦ Differentiate key financial decisions and risk management in financial management
- ♦ Evaluate strategies for financial planning and obtaining business financing

**Module 14. Commercial Management and Strategic Marketing**

- ♦ Structure the conceptual framework and the importance of commercial management in companies
- ♦ Delve into the fundamental elements and activities of marketing and their impact on the organization
- ♦ Determine the stages of the marketing strategic planning process
- ♦ Evaluate strategies to improve corporate communication and the digital reputation of the company

**Module 15. Executive Management**

- ♦ Define the concept of General Management and its relevance in business management
- ♦ Evaluate the roles and responsibilities of the manager in the organizational culture
- ♦ Analyze the importance of operations management and quality management in the value chain
- ♦ Develop interpersonal communication and public speaking skills for the formation of spokespersons

# 03 Skills

After passing the assessments of this program, the student will have acquired the skills necessary for professional practice that incorporates the most up-to-date and competitive vision in the environmental and energy management of organizations.



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*With a specific criterion of practical training, this program will allow you to convert your learning into real professional skills, almost immediately"*



## General Skills

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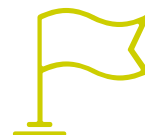
- ♦ Master terminology in the field of energy (generation and consumption), renewable energies and electrical, thermal and lighting installations
- ♦ Accurately conduct energy audits, sustainability certifications, and carbon and water footprint calculations for organizations and/or products

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*Acquire the most up-to-date skills, mastering all aspects involved in environmental and energy management and compete among the best in the industry"*







### **Specific Skills**

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- ◆ Control environmental and energy management processes in any type of organization
- ◆ Recognize the differences and advantages of different energy sources
- ◆ Consider the appropriate uses of electrical energy from the point of view of environmental and energy management
- ◆ Incorporate the consideration of the European energy framework into the management of organizations
- ◆ Know how to apply adaptation strategies to climate change from the point of view of the environmental impact most appropriate to the standard and to the current situation
- ◆ Work to reduce pollution through proper water and waste management
- ◆ Use in an updated and appropriate way to perform environmental management
- ◆ Implement energy management systems adapted to ISO 50001: 2011
- ◆ Apply ISO 14001 environmental management systems

04

# Course Management

A multidisciplinary teaching faculty will offer you the most up-to-date and comprehensive knowledge in this field, accompanying accompanied during the learning process and making available their experience and real vision of the profession. A unique opportunity to learn directly from experts in this field of work.





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*You will learn from experts in this sector, who will provide you with a specific and direct vision of the reality of this field of work"*

## International Guest Director

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

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

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

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





## Ms. Carson, Sarah

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



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

## International Guest Director

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

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

Jennifer Dove has demonstrated her commitment to continuous professional development, actively participating in networks of Human Resources professionals and contributing to the incorporation of numerous workers in different companies. After earning her bachelor's degree in **Organizational Communication** from the University of Miami, she has held senior recruiting positions at companies in a variety of fields.

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



## Ms. Dove, Jennifer

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

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*A unique, key, and decisive educational experience to boost your professional development”*



## 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.



## Mr. Gauthier, Rick

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- Regional IT Director - Amazon, Seattle , USA
- Senior Program Manager at Amazon
- Vice President, 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 real 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.

He has also nurtured and led **high-performing teams** throughout his career that have received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: **meeting the complex decarbonization demands** of customers, **supporting “cost-effective decarbonization”** and **overhauling** overhauling a fragmented data, **digital and technology landscape**. In this way, his efforts have evidenced 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.

On the other hand, the executive stands out for his mastery of the **business applications of Artificial Intelligence**, a subject in which he has a postgraduate degree from the London Business School. At the same time, he has accumulated experience in **IoT** and **Salesforce**.





## Mr. Arman, Romi

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- Chief Digital Officer (CDO) at Shell Energy Corporation, London, United Kingdom
- Global Head of eCommerce and Customer Service at Shell Energy Corporation
- National Key Account Manager (Automotive OEM and Retail) for Shell in Kuala Lumpur, Malaysia
- Senior Management Consultant (Financial Services Sector) for Accenture from Singapore
- Graduate of the University of Leeds
- Postgraduate Diploma in Business Applications of AI for Senior Executives from London Business School
- CCXP Customer Experience Professional Certification
- Executive Digital Transformation Course by IMD



*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 Procurement 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**, **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 and supply chain management experience. He is particularly noted for continually exceeding expectations by **building valuable customer relationships** and **working seamlessly with people at all levels of an organization**, including stakeholders, management, team members and customers. His data-driven approach and ability to develop innovative and scalable solutions to industry challenges have made him a prominent leader in his field.



## Mr. Arens, Manuel

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

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## International Guest Director

Andrea La Sala is an experienced **Marketing executive** whose projects have had a **significant impact** on the **Fashion sector**. Throughout his successful career he has developed different tasks related to **Product, Merchandising and Communication**. All this linked to prestigious brands such as **Giorgio Armani, Dolce&Gabbana, Calvin Klein**, among others.

The results of this **high-profile international executive** have been linked to his proven ability to **synthesize information** in clear frameworks and **execute concrete actions** aligned to specific **business objectives**. In addition, he is recognized for his **proactivity** and **adaptation to fast-paced work rhythms**. To all this, this expert adds a **strong commercial awareness, market vision** and a **genuine passion** for products.

As **Global Brand and Merchandising Director** at **Giorgio Armani**, he has overseen a variety of **Marketing strategies** for **apparel and accessories**. His tactics have also focused on **retail and consumer needs** and **behavior**. In this role, La Sala has also been responsible for shaping the marketing of products in different markets, acting as **team leader** in the **Design, Communication and Sales departments**.

On the other hand, in companies such as **Calvin Klein** or **Gruppo Coin**, he has undertaken projects to boost the **structure, development and marketing** of different collections. In turn, he has been in charge of creating **effective calendars** for **buying and selling campaigns**.

He has also been in charge of the **terms, costs, processes and delivery times** of different operations.

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



## Mr. La Sala, Andrea

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- Global Brand and Merchandising Director 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 the Università degli Studi del Piemonte Orientale

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

## International Guest Director

Mick Gram is synonymous with innovation and excellence in the field of **Business Intelligence** internationally. His successful career is linked to leadership positions in multinationals such as **Walmart** and **Red Bull**. Likewise, this expert stands out for his vision to **identify emerging technologies** that, in the long term, achieve an everlasting impact in the corporate environment.

On the other hand, the executive is considered a **pioneer** in the **use of data visualization techniques that simplified complex sets**, making them accessible and facilitating decision making. This ability became the pillar of his professional profile, transforming him into a desired asset for many organizations that bet on **gathering information** and **generating concrete actions** from them.

One of his most outstanding projects in recent years has been the **Walmart Data Cafe platform**, the largest of its kind in the world that is anchored in the cloud aimed at **Big Data** analysis. In addition, he has held the position of **Director of Business Intelligence** at **Red Bull**, covering areas such as **Sales, Distribution, Marketing and Supply Chain Operations**. His team was recently recognized for its constant innovation regarding the use of Walmart Luminate's new API for Shopper and Channel insights.

In terms of education, the executive has several Master's degrees 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, this expert has achieved cutting-edge skills. Because of this, he has come to be considered a **born leader** of the **new global economy**, entered on the impulse of data and its infinite possibilities.





## Mr. Gram, Mick

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- Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- Business Intelligence Solutions Architect for Walmart Data Café
- Independent Business Intelligence and Data Science Consultant
- Business Intelligence Director at Capgemini
- Chief Analyst at Nordea
- Chief Business Intelligence Consultant for SAS
- Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- Executive MBA in e-commerce at the University of Copenhagen
- Bachelor's Degree and Master's Degree in Mathematics and Statistics at the University of Copenhagen

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

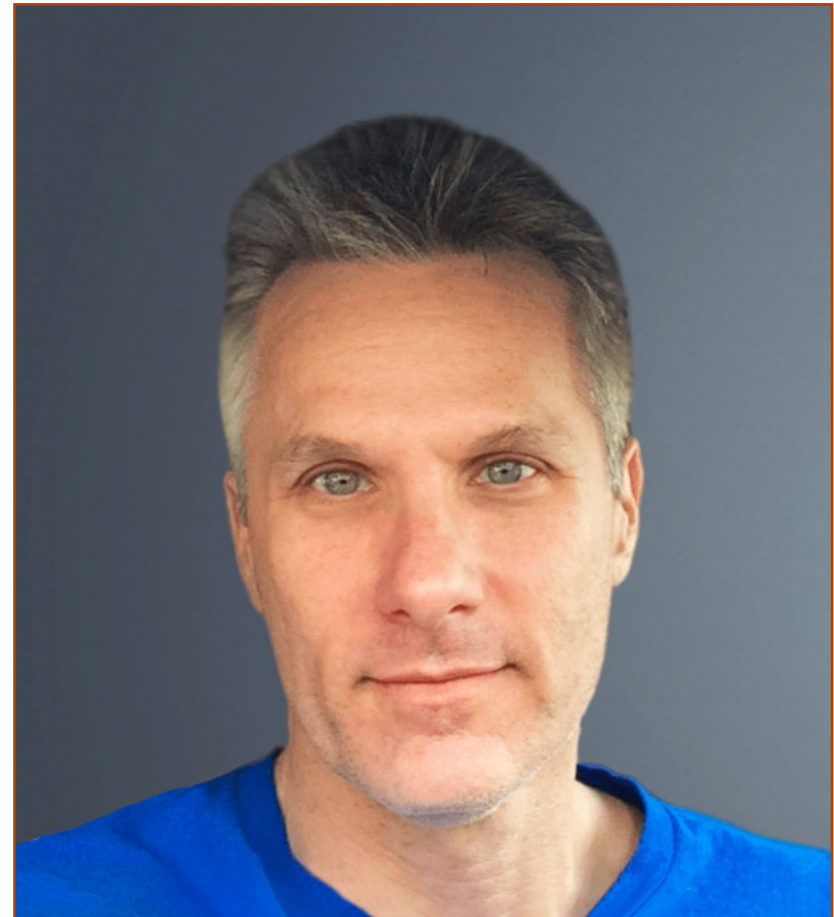
## International Guest Director

Scott Stevenson is a distinguished **Digital Marketing** industry expert who, for over 19 years, has been associated with one of the most powerful companies in the entertainment industry, **Warner Bros. Discovery**. In this role, he has played a crucial role in **overseeing logistics and creative workflows** across a variety of digital platforms, including social media, search, display and linear media.

This executive's leadership has been crucial in driving **paid media production strategies**, resulting in a marked **improvement** in his company's **conversion rates**. At the same time, he has assumed other roles, such as Director of Marketing Services and Traffic Manager at the same multinational during his former management.

Stevenson has also been involved in the global distribution of video games and **digital property campaigns**. He was also responsible for introducing operational strategies related to the formation, completion and delivery of sound and image content for **television commercials** and *trailers*.

On the other hand, the expert holds a Bachelor's Degree in Telecommunications from the University of Florida and a Master's Degree in Creative Writing from the University of California, which demonstrates his skills in **communication** and **storytelling**. In addition, he has participated in Harvard University's School of Professional Development in cutting-edge programs on the use of **Artificial Intelligence** in **business**. As such, his professional profile stands as one of the most relevant in the current field of **Marketing and Digital Media**.



## Mr. Stevenson, Scott

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

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*Achieve your academic and professional goals with the best qualified experts in the world! The teachers of this MBA will guide you throughout the learning process"*



## International Guest Director

Eric Nyquist is an outstanding professional in the international sports field, who has built an impressive career, standing out for his strategic leadership and his ability to drive change and innovation in top-level 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, 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 sport's franchises. As Executive Vice President of the Chicago Bulls and the 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 senior strategic analyst for Roger Goodell in the National Football League (NFL) and, prior to that, as a Legal Intern for the United States Soccer Federation.



## Mr. Nyquist, Eric

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

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

## Management



### Mr. Abreu Acosta, Guzmán

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

## Professors

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

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

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

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- ◆ Managing Director at INTENSA PROMILAB
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- ◆ Industrial Engineer, Specialist in Electromechanics by the University of Huelva

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- ◆ Lawyer specialized in Environmental Management
- ◆ Legal coordinator of the Rural and Marine Environment and Environment Departments of the Island Council of El Hierro
- ◆ Head of the Environment Service of the City Council of Arona
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- ◆ Sustainability Technician and Ecomanager
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- ◆ Specialist in Sustainability, ESG and General Communication by the University of A Coruña
- ◆ Postgraduate degree in Water, Sanitation and Hygiene in International Cooperation from the University of Alcalá
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- ◆ Building Information Modeling Architect
- ◆ Architect at INECO
- ◆ Expert in Revit: BIM Expert
- ◆ Master's Degree in Interior Design from ESdesign Escuela Superior de Diseño de Barcelona
- ◆ Degree in Architecture by the University of Castilla-La Mancha

**Mr. Díaz Perdomo, Alberto**

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



05

# Structure and Content

The syllabus of this program includes all the necessary contents to reach a wide and updated knowledge in all the aspects involved in the adequate management of the environmental impact, in relation to the new existing requirements and in the field of energy efficiency, with the consideration and analysis of all the existing possibilities in this field. A program specifically created to provide our students with a continuous process of competence growth that will boost their real capacity for intervention.



“

*A stimulating and flexible learning process that will allow you to go through all the knowledge areas you need to intervene as an expert in this field"*

## Module 1. Environmental and Energy Management of Organizations

- 1.1. Organizational and Business Fundamentals
  - 1.1.1. Organizational Management
  - 1.1.2. Types and Structure of an Organization
  - 1.1.3. Standardization of Business Management
- 1.2. Sustainable Development: Business and the Environment
  - 1.2.1. Sustainable Development. Objectives and Goals
  - 1.2.2. Economic Activity and its Impact on the Environment
  - 1.2.3. Corporate Social Responsibility
- 1.3. Environmental and Energy Issues. Scope and Current Framework
  - 1.3.1. Major Current Environmental Problems: Waste, Water, Food
  - 1.3.2. Energy Issues. Demand, Consumption and Source Distributions
  - 1.3.3. Current Energy Projections
- 1.4. Legal Framework: The Five Producing Levels of Environmental Regulations
  - 1.4.1. Competence Framework: The Distribution of Competencies in Environmental Matters
  - 1.4.2. Public Actions and Competencies in Environmental Matters and Regulation of Classified Activities
- 1.5. European Summits and the Paris Agreement
  - 1.5.1. EU Climate Targets
  - 1.5.2. European Summits
  - 1.5.3. The Paris Agreement
- 1.6. The 2030 Agenda and the Sustainable Development Goals
  - 1.6.1. The 2030 Agenda: Background, Approval Process and Content
  - 1.6.2. The 17 Sustainable Development Goals (SDGs)
  - 1.6.3. SDG Compass Guide
- 1.7. Roadmap 2050 Objectives. Key Points
  - 1.7.1. Economic, Industrial and Social Transition
  - 1.7.2. Strategy for Pollutant Emission Reduction. Decarbonization Plans

- 1.8. Key Aspects of the Plan
  - 1.8.1. Health and Economic Impacts of the PNIEC 2021-2030
  - 1.8.2. Objectives and Results of the National Integrated Energy and Climate Plan, 2021-2030
- 1.9. Circular Economy
  - 1.9.1. The Circular Economy
  - 1.9.2. Legislation and Strategies to Support the Circular Economy
  - 1.9.3. Circular Economy System Diagrams
- 1.10. Sustainability Reports
  - 1.10.1. Communication of Social Responsibility Management
  - 1.10.2. The Process of Preparing a Sustainability Report according to GRI

## Module 2. Energy Sources

- 2.1. Fossil Fuels
  - 2.1.1. Coal
  - 2.1.2. Natural Gas
  - 2.1.3. Oil
- 2.2. Electricity
  - 2.2.1. Electricity
  - 2.2.2. Electricity Generation
  - 2.2.3. Uses of Electricity
- 2.3. Nuclear Energy
  - 2.3.1. Nuclear Energy
  - 2.3.2. Nuclear Power Plants
  - 2.3.3. Environmental Opportunities
  - 2.3.4. Environmental Risks
  - 2.3.5. Nuclear Waste Treatment
- 2.4. Solar Energy
  - 2.4.1. Electricity Generation
  - 2.4.2. Thermal Generation
  - 2.4.3. Solar Power Plants
  - 2.4.4. Risks and Opportunities

- 2.5. Wind Energy
  - 2.5.1. Wind Farms
  - 2.5.2. Advantages and Disadvantages
  - 2.5.3. Microgeneration
- 2.6. Biomass
  - 2.6.1. Thermochemical and Biochemical Methods
  - 2.6.2. The Biomass Market
  - 2.6.3. Advantages and Disadvantages
- 2.7. Geothermal Energy
  - 2.7.1. Geothermal Deposits
  - 2.7.2. Electricity Generation
  - 2.7.3. Advantages and Disadvantages
- 2.8. Other Renewable Energies
  - 2.8.1. Hydraulic Energy
  - 2.8.2. Tidal Energy
  - 2.8.3. Wave Energy
- 2.9. Energy Sources in Development
  - 2.9.1. Green Hydrogen
  - 2.9.2. Tidal Energy
  - 2.9.3. Biogas and Biomethane
- 2.10. Energy Sources for Mobility
  - 2.10.1. Electric Vehicles
  - 2.10.2. CNG Vehicles
  - 2.10.3. Other Alternatives for Sustainable Mobility

### Module 3. Electrical Energy

- 3.1. Electrical Energy Voltage, Current, Power and Energy
  - 3.1.1. Voltage and Current
  - 3.1.2. Active, Reactive and Apparent Energy
  - 3.1.3. Electrical Power. Load Curves
- 3.2. Energy Transformation
  - 3.2.1. Power Transformers
  - 3.2.2. Electricity Transportation
  - 3.2.3. Electricity Distribution

- 3.3. Electrical Energy Consuming Systems: Electric Motors
  - 3.3.1. Applications, Pumps, Fans and Compressors
  - 3.3.2. Frequency Inverters
  - 3.3.3. Motor-Based Consumer Systems: Heat Pump Air Conditioning
- 3.4. Other Electricity Consuming Systems
  - 3.4.1. Joule Effect
  - 3.4.2. Lighting
  - 3.4.3. Direct Current Powered Systems
- 3.5. Units of Measurement of Fuel Consumption and their Transformation into Energy Units
  - 3.5.1. Energy Produced by Heat of Combustion: HHV and LLV
  - 3.5.2. Volumetric Measurements of Combustible Liquids
  - 3.5.3. Volumetric Measurements of Combustible Gases. Establishment and Calculation of Normal Conditions
- 3.6. Combustion Systems and Fuel Elements
  - 3.6.1. Combustion Efficiency
  - 3.6.2. Burners
  - 3.6.3. Heat Transfer
- 3.7. Boilers
  - 3.7.1. Calculation of Boiler Efficiency by Direct and Indirect Method
  - 3.7.2. Types of Heat Transfer Fluids
  - 3.7.3. Steam Boilers
- 3.8. Other Fuel-Consuming Equipment
  - 3.8.1. Ovens
  - 3.8.2. Engines
  - 3.8.3. Generating Sets



## Module 4. Energy Management Tools

- 4.1. Energy Regulatory Framework
  - 4.1.1. European Energy Efficiency Directive
  - 4.1.2. Main Energy Regulations
- 4.2. Regulatory Inspections
  - 4.2.1. Air Conditioning Inspections
  - 4.2.2. High/Low Voltage Inspections
  - 4.2.3. Other Regulatory Inspections
- 4.3. Energy Audits
  - 4.3.1. Conducting an Energy Audit Identification of Improvement Opportunities
- 4.4. Energy Simulation Tools
  - 4.4.1. Light Simulations
  - 4.4.2. Climate Simulations
  - 4.4.3. Building Energy Demand Simulations
- 4.5. Supply Management: Monitoring
  - 4.5.1. Types of Monitoring
  - 4.5.2. Energy Management Platforms
  - 4.5.3. Fundamental Equipment
- 4.6. Energy Services
  - 4.6.1. Energy Services
  - 4.6.2. Energy Services Companies
  - 4.6.3. Types of Contracts
- 4.7. IPMVP
  - 4.7.1. Calculating Savings Avoided Cost and Standardized Savings Models
  - 4.7.2. Options A, B, C and D
  - 4.7.3. Establishing Baselines
- 4.8. Energy Efficiency Master Plans
  - 4.8.1. Methodology for Preparing a Master Plan
  - 4.8.2. Management Models
  - 4.8.3. Energy Efficiency within a Master Plan

- 4.9. Asset Management
  - 4.9.1. What is Asset Management?
  - 4.9.2. ISO 55001 Asset Management
  - 4.9.3. Benefits of Implementing Asset Management
- 4.10. Grants and Subsidies
  - 4.10.1. European Grants and Subsidies

## Module 5. Environmental Impact Assessment and Climate Change Adaptation Strategies

- 5.1. Business Strategies for Climate Change
  - 5.1.1. Greenhouse Effect and Climate Change. Causes and Consequences
  - 5.1.2. Climate Change Projections
  - 5.1.3. Corporate Action against Climate Change. Roadmap for the Integration of Climate Change in Companies
- 5.2. Environmental Impact Assessment
  - 5.2.1. Administrative Procedure of the Environmental Impact Assessment
  - 5.2.2. Projects Subject to Environmental Assessment
- 5.3. Identification and Classification of Environmental Factors
  - 5.3.1. Environmental Catalog. Environmental Variables
  - 5.3.2. Search for Environmental Information and Inventory
  - 5.3.3. Inventory Valuation
- 5.4. Evaluation and Assessment of the Environmental Impacts of a Project
  - 5.4.1. Environmental Analysis of a Project
  - 5.4.2. Pre-Operational Status
  - 5.4.3. Construction, Operation and Abandonment Phase
  - 5.4.4. Quantitative Methods
- 5.5. Preventive and Corrective Measures
  - 5.5.1. Preventative Actions
  - 5.5.2. Corrective actions
  - 5.5.3. Compensatory Actions
- 5.6. Environmental Monitoring Program
  - 5.6.1. EMP
  - 5.6.2. Objectives and Structure of an EMP
  - 5.6.3. Phases in the Development of an EMP

- 5.7. Strategic Environmental Assessment
  - 5.7.1. European Regulatory Context (Directive 2001/42/EC)
  - 5.7.2. Modalities for Integrating the Environmental Dimension
  - 5.7.3. Environmental Assessment in the Phases of the Program
- 5.8. Climate Change: Impacts and Risks
  - 5.8.1. Objectives of the National Plan for Adaptation to Climate Change 2021-2030
  - 5.8.2. Objectives by Areas of Work
- 5.9. Analysis of Climate Change Risks and Opportunities
  - 5.9.1. Environmental Risk Analysis and Assessment
  - 5.9.2. Risk Management
- 5.10. Development of Climate Change Adaptation Plans for Organizations
  - 5.10.1. Adaptation to Climate Change
  - 5.10.2. Climate Change Vulnerability Assessment
  - 5.10.3. Methodology for Prioritizing Climate Change Adaptation Measures

## Module 6. Pollution and Water and Waste Management

- 6.1. Water Management and Pollution
  - 6.1.1. Water Management
  - 6.1.2. Hydrological Water Cycle
  - 6.1.3. Water Diagnostics
  - 6.1.4. Characterization of Wastewater
  - 6.1.5. DWTP, WWTP and WWTP. Definition and Typical Operating Diagrams
- 6.2. Legal Framework
  - 6.2.1. Regulatory Hierarchy
  - 6.2.2. European Water Charter
  - 6.2.3. Processing of a Sanctioning File
- 6.3. Distribution of Water Uses and Demand
  - 6.3.1. Demand Management
  - 6.3.2. Types of Uses or Demands
  - 6.3.3. Supply. Supply Ratios
  - 6.3.4. Cost of Water and the Energy Derived from Water Heating for DHW

- 6.4. Measures for Efficient Water Use and Management
  - 6.4.1. 'Ecological' Criteria. Consumption Factor (FCO and FCR), Ecological Correction Factor (FCE) and Efficiency Level (NE)
  - 6.4.2. From Resolution MAH/1603/2004 to OGUEA
  - 6.4.3. Facility Management and Optimization
- 6.5. Sustainable Water Management Plan
  - 6.5.1. Origin of the Sustainable Water Plan. Purpose and Scope
  - 6.5.2. Parts to Be Included in an ESMP
  - 6.5.3. Organization and Programming
  - 6.5.4. Implementation of the ESMP
  - 6.5.5. Checks and Corrective Actions
- 6.6. Solid Waste Management
  - 6.6.1. Residue and By-Product
  - 6.6.2. Types of Waste
  - 6.6.3. Stages of Waste Management
- 6.7. Waste Regulatory Framework
  - 6.7.1. EU Waste Management Strategies
  - 6.7.2. Future Waste Management Policy
- 6.8. Municipal and Industrial Solid Waste
  - 6.8.1. MSW Production
  - 6.8.2. MSW Management Systems
  - 6.8.3. Characterization and Classification of Industrial Wastes
  - 6.8.4. Industrial Waste Management Systems
- 6.9. Waste-to-Energy Valuation
  - 6.9.1. Valuation Methods
  - 6.9.2. Feasibility of Valuation
  - 6.9.3. Recovery Techniques
- 6.10. Zero Waste
  - 6.10.1. Zero Waste
  - 6.10.2. Zero Waste Methodology and Requirements
  - 6.10.3. The 5Rs: Reject, Reduce, Reuse, Reincorporate and Recycle

## Module 7. Environmental Management Tools

- 7.1. Carbon Markets
  - 7.1.1. KP Flexibility Mechanisms
  - 7.1.2. CAP and Trade and Carbon Funds Schemes
  - 7.1.3. Voluntary Carbon Markets
- 7.2. Organizational Carbon Footprint
  - 7.2.1. Methodological Reference Standards
  - 7.2.2. Scopes for Organizational Carbon Footprint
  - 7.2.3. Calculation Process
- 7.3. Product and Event Carbon Footprint
  - 7.3.1. Methodological Reference Standards
  - 7.3.2. Scopes for Product Carbon Footprint
  - 7.3.3. Scopes for Carbon Footprint of Events
- 7.4. Climate Change Mitigation Tools
  - 7.4.1. Reduction and Limitation of Emissions
  - 7.4.2. Emissions Offsets
  - 7.4.3. Business Benefits. Certifications
- 7.5. Water Footprint
  - 7.5.1. Stages and Units
  - 7.5.2. Differentiation of Water for Calculations
  - 7.5.3. The Water Footprint for Companies
- 7.6. Life Cycle Analysis
  - 7.6.1. Differentiation of Approaches
  - 7.6.2. LCA Process
  - 7.6.3. Software Tools for LCA
- 7.7. Eco-Design and Eco-Labeling
  - 7.7.1. Eco-Design Standardization
  - 7.7.2. Types of Eco-Labeling
  - 7.7.3. Eco-Labeling Process
- 7.8. LEED and BREEAM
  - 7.8.1. The Value of Sustainable Building Certification
  - 7.8.2. Approaches to Both Certifications
  - 7.8.3. Technical Comparison between the Two Certifications

- 7.9. Other Sustainable Building Certifications
  - 7.9.1. Passive House
  - 7.9.2. Well
  - 7.9.3. VERDE (Building Reference Efficiency Evaluation)
- 7.10. Energy Certification of Buildings
  - 7.10.1. Energy Efficiency in Buildings
  - 7.10.2. Technical Conditions and Procedures
  - 7.10.3. Main Calculation Programs

## Module 8. Energy Management Systems

- 8.1. Management Systems: ISO 50001
  - 8.1.1. Reference Standard and Other Associated Standards
  - 8.1.2. Approach to Energy Performance
  - 8.1.3. Correspondence between ISO 50001: 2018 and ISO 50001: 2011
- 8.2. Organizational Context and Leadership
  - 8.2.1. Scope
  - 8.2.2. Energy Policy
  - 8.2.3. Stakeholder Identification and Risk/Opportunity Assessment
- 8.3. Energy Review
  - 8.3.1. Identification of Energy Sources
  - 8.3.2. Determination of Significant Energy Uses
  - 8.3.3. Identification of Variables and Static Factors
  - 8.3.4. Calculation of Energy Performance
  - 8.3.5. Estimation of Future Consumption
  - 8.3.6. Identification of Improvement Opportunities
- 8.4. Baseline and Energy Performance Indicators
  - 8.4.1. Establishment of the Reference Period
  - 8.4.2. Establishment of Energy Performance Indicators
  - 8.4.3. Monitoring of Consumption, Baselines and Indicators
- 8.5. Support
  - 8.5.1. Training Needs within the SGEn
  - 8.5.2. Communications within the SGEn
  - 8.5.3. Documentation Control

- 8.6. Operation: Maintenance and Operations
  - 8.6.1. Establishing the Most Efficient Operating Criteria
  - 8.6.2. Establishing the Most Efficient Maintenance Ranges
  - 8.6.3. Energy Savings from Predictive Maintenance
- 8.7. Operation: Design of Efficient Facilities
  - 8.7.1. Purchases of Energy Consuming Equipment
  - 8.7.2. Design of New Thermal Installations
  - 8.7.3. Design of New Lighting Installations
- 8.8. Performance Evaluation
  - 8.8.1. Evaluation of Compliance with Legal Requirements
  - 8.8.2. Internal Audit as a Fundamental Tool
  - 8.8.3. Management Review. Objectives and Points to Be Addressed
- 8.9. Improvement
  - 8.9.1. Non-Conformities and Corrective Actions
  - 8.9.2. Continuous Improvement of the SGE<sub>n</sub>
  - 8.9.3. Continuous Improvement of Energy Performance
- 8.10. Energy Efficiency Awareness
  - 8.10.1. Facility Users as Key SGE<sub>n</sub> Personnel
  - 8.10.2. Awareness Campaign Models
  - 8.10.3. Case Study

## Module 9. Environmental Management Systems

- 9.1. Management Systems: ISO 14001
  - 9.1.1. Environmental Management Systems
  - 9.1.2. Benefits of the Environmental Management System
  - 9.1.3. Phases in the Implementation of an EMS
- 9.2. Organizational Context and Leadership
  - 9.2.1. Understanding of the Organization, its Context and Stakeholders
  - 9.2.2. Scope of the System
  - 9.2.3. Environmental Policy
  - 9.2.4. Roles and Responsibilities

- 9.3. Planning: Environmental Aspects and Impacts
  - 9.3.1. Environmental Aspects and Impacts: Cause-Effect Relationship
  - 9.3.2. Identification of Environmental Aspects
  - 9.3.3. Evaluation of Environmental Aspects
- 9.4. Planning: Objectives, Risks and Opportunities
  - 9.4.1. Actions to Address Risks and Opportunities
  - 9.4.2. Legal Requirements
  - 9.4.3. Environmental Objectives and Planning to Achieve Them
- 9.5. Support: Resources, Competence and Awareness
  - 9.5.1. Resources
  - 9.5.2. Competition
  - 9.5.3. Awareness
- 9.6. Support: Documented Communication and Information
  - 9.6.1. Internal and External Environmental Communication
  - 9.6.2. Documented Information
  - 9.6.3. Documentation Control
- 9.7. Operation
  - 9.7.1. Operational Planning and Control
  - 9.7.2. Life Cycle Analysis Perspective
  - 9.7.3. Emergency Preparation and Response
- 9.8. Performance Evaluation
  - 9.8.1. Monitoring, Measurement, Analysis and Evaluation
  - 9.8.2. Internal Audit
  - 9.8.3. Management Review
- 9.9. Improvement
  - 9.9.1. Non-Conformities and Corrective Actions
  - 9.9.2. Continuous Improvement of the EMS
  - 9.9.3. Continuous Improvement of Environmental Performance



- 9.10. Transition from 14001 to EMAS
  - 9.10.1. The EMAS Regulation
  - 9.10.2. Transition from ISO 14001 to EMAS
  - 9.10.3. ISO 14001 vs EMAS

## Module 10. Management Systems Audits

- 10.1. Management System Audits
  - 10.1.1. Characteristics of Management System Audits
  - 10.1.2. Types of Management System Audits
  - 10.1.3. Management Systems Auditing Principles
- 10.2. Standards and Organizations Involved
  - 10.2.1. Actors and Organizations Involved
  - 10.2.2. Certification Process
  - 10.2.3. UNE- EN ISO 19011
- 10.3. Audit Program Management
  - 10.3.1. Audit Program
  - 10.3.2. Establishing the Objectives of the Audit Program
  - 10.3.3. Audit Program Risks and Opportunities
- 10.4. Conducting an Audit
  - 10.4.1. Start of the Audit and Preparation of Activities
  - 10.4.2. Conducting Audit Activities
  - 10.4.3. Conclusions and Audit Closing
- 10.5. Auditor Competence and Evaluation
  - 10.5.1. Auditors' Responsibilities and Functions
  - 10.5.2. Determining the Competence of the Auditor and Audited Personnel
  - 10.5.3. Selecting the Auditing Team
- 10.6. Tools and Application Techniques. Audit Development
  - 10.6.1. Interview Techniques
  - 10.6.2. Checklists or Verification Lists
  - 10.6.3. Checklist Templates
- 10.7. Tools and Application Techniques. Final Report
  - 10.7.1. Audit Report Preparation
  - 10.7.2. Audit Report Distribution
  - 10.7.3. Audit Report Models





- 10.8. Tools and Application Techniques. Processing of Findings
  - 10.8.1. Generation of Audit Findings
  - 10.8.2. Treatment of Audit Findings
  - 10.8.3. Corrective Action Plans
- 10.9. Particular Aspects of Environmental Management System Audits
  - 10.9.1. Verification of Methodologies for Identification and Assessment of Environmental Aspects
  - 10.9.2. Specific Criteria for Validation of Environmental Aspects
  - 10.9.3. Visit to the Facilities During the Audit Process
- 10.10. Particular Aspects of Energy Management System Audits
  - 10.10.1. Verification of Energy Consumption Collection Methodologies
  - 10.10.2. Criteria for Validation of Energy Performance
  - 10.10.3. Visit to the Facilities During the Audit Process

## Module 11. Leadership, Ethics and Social Responsibility in Companies

- 11.1. Globalization and Governance
  - 11.1.1. Governance and Corporate Governance
  - 11.1.2. The Fundamentals of Corporate Governance in Companies
  - 11.1.3. The Role of the Board of Directors in the Corporate Governance Framework
- 11.2. Leadership
  - 11.2.1. Leadership. A Conceptual Approach
  - 11.2.2. Leadership in Companies
  - 11.2.3. The Importance of Leaders in Business Management
- 11.3. Cross-Cultural Management
  - 11.3.1. Concept of Cross-Cultural Management
  - 11.3.2. Contributions to the Knowledge of National Cultures
  - 11.3.3. Diversity Management
- 11.4. Management and Leadership Development
  - 11.4.1. Concept of Management Development
  - 11.4.2. Concept of Leadership
  - 11.4.3. Leadership Theories
  - 11.4.4. Leadership Styles
  - 11.4.5. Intelligence in Leadership
  - 11.4.6. The Challenges of Today's Leader

- 11.5. Business Ethics
  - 11.5.1. Ethics and Morality
  - 11.5.2. Business Ethics
  - 11.5.3. Leadership and Ethics in Companies
- 11.6. Sustainability
  - 11.6.1. Sustainability and Sustainable Development
  - 11.6.2. The 2030 Agenda
  - 11.6.3. Sustainable Companies
- 11.7. Corporate Social Responsibility
  - 11.7.1. International Dimensions of Corporate Social Responsibility
  - 11.7.2. Implementing Corporate Social Responsibility
  - 11.7.3. The Impact and Measurement of Corporate Social Responsibility
- 11.8. Responsible Management Systems and Tools
  - 10.8.1. CSR: Corporate Social Responsibility
  - 11.8.2. Essential Aspects for Implementing a Responsible Management Strategy
  - 11.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
  - 11.8.4. Tools and Standards of CSR
- 11.9. Multinationals and Human Rights
  - 11.9.1. Globalization, Multinational Corporations and Human Rights
  - 11.9.2. Multinational Corporations and International Law
  - 11.9.3. Legal Instruments for Multinationals in the Field of Human Rights
- 11.10. Legal Environment and Corporate Governance
  - 11.10.1. International Rules on Importation and Exportation
  - 11.10.2. Intellectual and Industrial Property
  - 11.10.3. International Labor Law

## Module 12. People and Talent Management

- 12.1. Strategic People Management
  - 12.1.1. Strategic Human Resources Management
  - 12.1.2. Strategic People Management
- 12.2. Human Resources Management by Competencies
  - 12.2.1. Analysis of the Potential
  - 12.2.2. Remuneration Policy
  - 12.2.3. Career/Succession Planning

- 12.3. Performance Evaluation and Performance Management
  - 12.3.1. Performance Management
  - 12.3.2. Performance Management: Objectives and Process
- 12.4. Innovation in Talent and People Management
  - 12.4.1. Strategic Talent Management Models
  - 12.4.2. Talent Identification, Training and Development
  - 12.4.3. Loyalty and Retention
  - 12.4.4. Proactivity and Innovation
- 12.5. Motivation
  - 12.5.1. The Nature of Motivation
  - 12.5.2. Expectations Theory
  - 12.5.3. Needs Theory
  - 12.5.4. Motivation and Financial Compensation
- 12.6. Developing High Performance Teams
  - 12.6.1. High-Performance Teams: Self-Managing Teams
  - 12.6.2. Methodologies for Managing High Performance Self-Managed Teams
- 12.7. Change Management
  - 12.7.1. Change Management
  - 12.7.2. Types of Change Management Processes
  - 12.7.3. Stages or Phases in Change Management
- 12.8. Negotiation and Conflict Management
  - 12.8.1. Negotiation
  - 12.8.2. Conflict Management
  - 12.8.3. Crisis Management
- 12.9. Executive Communication
  - 12.9.1. Internal and External Communication in the Business Environment
  - 12.9.2. Communication Departments
  - 12.9.3. The Head of Communication of the Company. The Profile of the Dircom
- 12.10. Productivity, Retention and Activation of Talent
  - 12.10.1. Productivity
  - 12.10.2. Talent Attraction and Retention Levers

## Module 13. Economic and Financial Management

- 13.1. Economic Environment
  - 13.1.1. Macroeconomic Environment and the National Financial System
  - 13.1.2. Financial Institutions
  - 13.1.3. Financial Markets
  - 13.1.4. Financial Assets
  - 13.1.5. Other Financial Sector Entities
- 13.2. Executive Accounting
  - 13.2.1. Basic Concepts
  - 13.2.2. The Company's Assets
  - 13.2.3. The Company's Liabilities
  - 13.2.4. The Company's Net Worth
  - 13.2.5. The Income Statement
- 13.3. Information Systems and Business Intelligence
  - 13.3.1. Fundamentals and Classification
  - 13.3.2. Cost Allocation Phases and Methods
  - 13.3.3. Choice of Cost Center and Impact
- 13.4. Budget and Management Control
  - 13.4.1. The Budgetary Model
  - 13.4.2. The Capital Budget
  - 13.4.3. The Operating Budget
  - 13.4.5. The Cash Budget
  - 13.4.6. Budget Monitoring
- 13.5. Financial Management
  - 13.5.1. The Company's Financial Decisions
  - 13.5.2. The Financial Department
  - 13.5.3. Cash Surpluses
  - 13.5.4. Risks Associated with Financial Management
  - 13.5.5. Risk Management of the Financial Management

- 13.6. Financial Planning
  - 13.6.1. Definition of Financial Planning
  - 13.6.2. Actions to Be Taken in Financial Planning
  - 13.6.3. Creation and Establishment of the Business Strategy
  - 13.6.4. The Cash Flow Chart
  - 13.6.5. The Working Capital Chart
- 13.7. Corporate Financial Strategy
  - 13.7.1. Corporate Strategy and Sources of Financing
  - 13.7.2. Corporate Financing Financial Products
- 13.8. Strategic Financing
  - 13.8.1. Self-financing
  - 13.8.2. Increase in Shareholder's Equity
  - 13.8.3. Hybrid Resources
  - 13.8.4. Financing through Intermediaries
- 13.9. Financial Analysis and Planning
  - 13.9.1. Analysis of the Balance Sheet
  - 13.9.2. Analysis of the Income Statement
  - 13.9.3. Profitability Analysis
- 13.10. Analyzing and Solving Cases/Problems
  - 13.10.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

## Module 14. Commercial Management and Strategic Marketing

- 14.1. Commercial Management
  - 14.1.1. Conceptual Framework of Commercial Management
  - 14.1.2. Commercial Strategy and Planning
  - 14.1.3. The Role of Sales Managers
- 14.2. Marketing
  - 14.2.1. The Concept of Marketing
  - 14.2.2. The Basic Elements of Marketing
  - 14.2.3. Marketing Activities in Companies



- 14.3. Strategic Marketing Management
  - 14.3.1. The Concept of Strategic Marketing
  - 14.3.2. Concept of Strategic Marketing Planning
  - 14.3.3. Stages in the Process of Strategic Marketing Planning
- 14.4. Digital Marketing and e-Commerce
  - 14.4.1. Objectives of Digital Marketing and e-Commerce
  - 14.4.2. Digital Marketing and the Media It Uses
  - 14.4.3. E-Commerce. General Context
  - 14.4.4. Categories of e-Commerce
  - 14.4.5. Advantages and Disadvantages of e-Commerce Compared to Traditional Commerce
- 14.5. Digital Marketing to Reinforce a Brand
  - 14.5.1. Online Strategies to Improve Brand Reputation
  - 14.5.2. Branded Content and Storytelling
- 14.6. Digital Marketing to Attract and Retain Customers
  - 14.6.1. Loyalty and Engagement Strategies Using the Internet
  - 14.6.2. Visitor Relationship Management
  - 14.6.3. Hypersegmentation
- 14.7. Digital Campaign Management
  - 14.7.1. What Is a Digital Advertising Campaign?
  - 14.7.2. Steps to Launch an Online Marketing Campaign
  - 14.7.3. Mistakes in Digital Advertising Campaigns
- 14.8. Sales Strategy
  - 14.8.1. Sales Strategy
  - 14.8.2. Sales Methods
- 14.9. Corporate Communication
  - 14.9.1. Concept
  - 14.9.2. The Importance of Communication in the Organization
  - 14.9.3. Type of Communication in the Organization
  - 14.9.4. Functions of Communication in the Organization
  - 14.9.5. Elements of Communication
  - 14.9.6. Problems of Communication
  - 14.9.7. Communication Scenarios

- 14.10. Digital Communication and Reputation
  - 14.10.1. Online Reputation
  - 14.10.2. How to Measure Digital Reputation?
  - 14.10.3. Online Reputation Tools
  - 14.10.4. Online Reputation Report
  - 14.10.5. Online Branding

## Module 15. Executive Management

- 15.1. General Management
  - 15.1.1. The Concept of General Management
  - 15.1.2. The Role of the CEO
  - 15.1.3. The CEO and their Responsibilities
  - 15.1.4. Transforming the Work of Management
- 15.2. Manager Functions: Organizational Culture and Approaches
  - 15.2.1. Manager Functions: Organizational Culture and Approaches
- 15.3. Operations Management
  - 15.3.1. The Importance of Management
  - 15.3.2. Value Chain
  - 15.3.3. Quality Management
- 15.4. Public Speaking and Spokesperson Education
  - 15.4.1. Interpersonal Communication
  - 15.4.2. Communication Skills and Influence
  - 15.4.3. Communication Barriers
- 15.5. Personal and Organizational Communication Tools
  - 15.5.1. Interpersonal Communication
  - 15.5.2. Interpersonal Communication Tools
  - 15.5.3. Communication in the Organization
  - 15.5.4. Tools in the Organization



- 15.6. Communication in Crisis Situations
  - 15.6.1. Crisis
  - 15.6.2. Phases of the Crisis
  - 15.6.3. Messages: Contents and Moments
- 15.7. Preparation of a Crisis Plan
  - 15.7.1. Analysis of Possible Problems
  - 15.7.2. Planning
  - 15.7.3. Adequacy of Personnel
- 15.8. Emotional Intelligence
  - 15.8.1. Emotional Intelligence and Communication
  - 15.8.2. Assertiveness, Empathy, and Active Listening
  - 15.8.3. Self- Esteem and Emotional Communication
- 15.9. Personal Branding
  - 15.9.1. Strategies for Personal Brand Development
  - 15.9.2. Personal Branding Laws
  - 15.9.3. Tools for Creating Personal Brands
- 15.10. Leadership and Team Management
  - 15.10.1. Leadership and Leadership Styles
  - 15.10.2. Leadership Skills and Challenges
  - 15.10.3. Managing Change Processes
  - 15.10.4. Managing Multicultural Teams



*Advance your skills with the most interesting study systems on the online teaching scene"*

06

# 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"*



## 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"*



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



*The student will learn to solve complex situations in real business environments through collaborative activities and real cases.*

### A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch, which presents the most demanding challenges and decisions in this field, both nationally and internationally. 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 professional reality is taken into account.

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

The case method is the most widely used learning system in the best faculties in the world. 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 that you are presented with in the case method, an action-oriented learning method. Throughout the program, the studies will be presented with multiple real cases. They will have to combine all their knowledge and research, and 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 8 different teaching elements in each lesson.

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

*In 2019, we obtained the best learning results of all online universities in the world.*

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 university is the only one in the world authorized to employ 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.

This methodology has 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, and financial markets and 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 training, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation for 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.



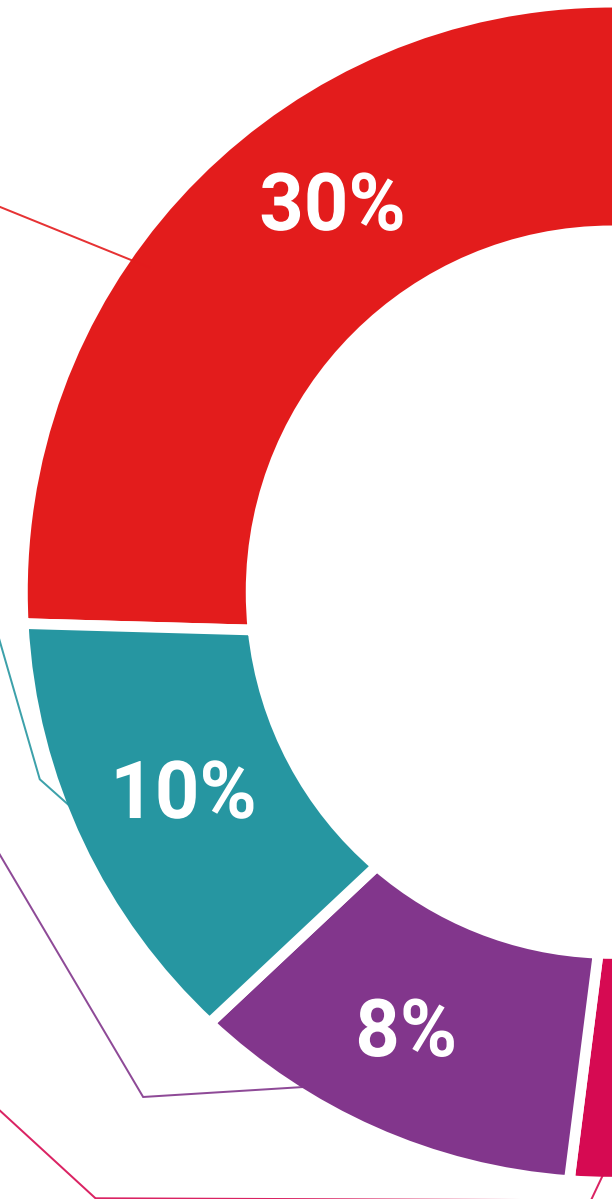
#### Practising Skills and Abilities

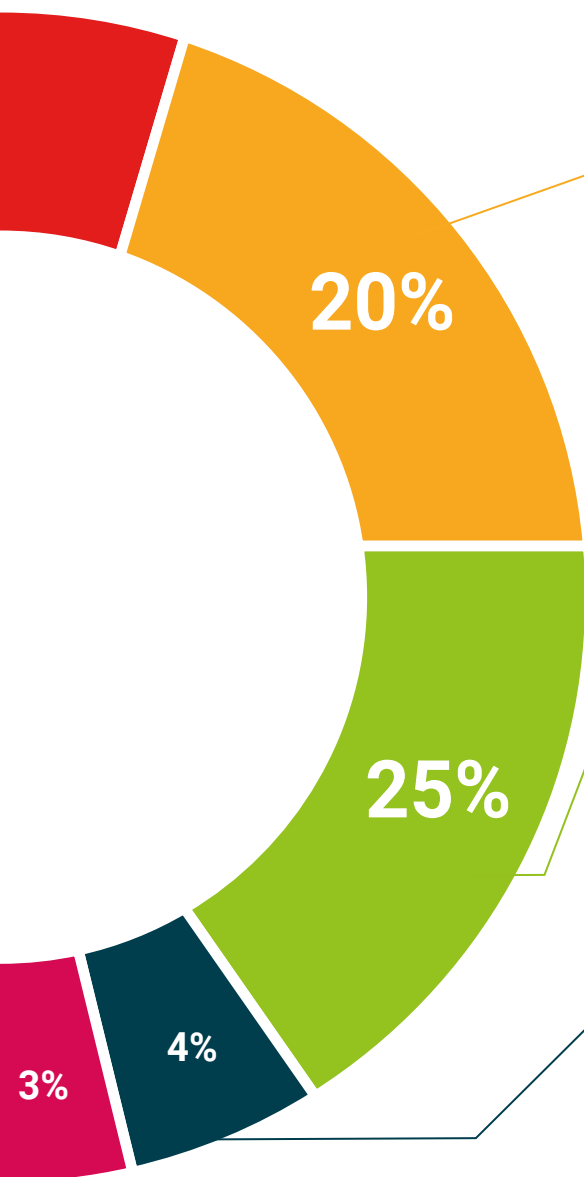
They will carry out activities to develop specific skills and abilities in each subject area. Exercises and activities to acquire and develop the skills and abilities that a specialist needs to develop in the context of the globalization that we are experiencing.



#### 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 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.



07

# Certificate

The MBA in Corporate Sustainability Management (CSO, Chief Sustainability Officer) guarantees, in addition to the most rigorous and up-to-date education, access to a Professional 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 **MBA in Company Sustainability Management (CSO, Chief Sustainability Officer)** 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: **Professional Master's Degree in MBA in Corporate Sustainability Management (CSO, Chief Sustainability Officer)**

Modality: **online**

Duration: **12 months**

Accreditation: **90 ECTS**





## Professional Master's Degree

MBA in Corporate Sustainability Management (CSO, Chief Sustainability Officer)

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Global University
- » Credits: 90 ECTS
- » Schedule: at your own pace
- » Exams: online

# Professional Master's Degree MBA in Corporate Sustainability Management (CSO, Chief Sustainability Officer)