

Advanced Master's Degree

Senior Financial Management, Expert Accountant



Advanced Master's Degree Senior Financial Management, Expert Accountant

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

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

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01

Introduction to the Program

In the contemporary business environment, characterized by its dynamism and high competitiveness, Senior Financial Management has established itself as an essential component for organizational sustainability and growth. In this sense, the Expert Accountant plays a crucial role by providing accurate financial analysis, managing risks and optimizing resources, thereby facilitating strategic decision making. For this reason, it is essential that experts integrate advanced technologies to promote efficiency in all the institutions' operations. Within this framework, TECH presents an innovative online university degree focused on the most sophisticated methodologies for Senior Financial Management, Expert Accountant.





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	15919	28	568	4	1
	52937	147	360	250	23
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	14563	43	338	1	6
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	49530	157	315	15	14
	14430	46	313	1	1
	64306	221	290	150	19
	22546	81	278	15	3
	43879	159	275	1	23
	8804	32	275	15	2
	56680	215	263	0	21
	5435	21	258	1	1
	5844	23	254	0	12
	8137	32	254	15	4
	9674	39	248	0	6
	6210	25	248	6	2
	7810	32	244	0	1
	9965	41	243	35	
	78247	325	240		
	5251	22	238		
	28010	118	237		
	8525	36	236		
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Through this 100% online Advanced Master's degree, you will direct the financial strategy of companies and guarantee the sustainable growth of organizations”

Financial management has become an essential component for the success and sustainability of organizations in an increasingly complex and globalized economic environment. In this context, senior management and strategic accounting play a fundamental role in making key decisions that guarantee the long-term stability and growth of companies. For this reason, specialists need to have a solid understanding of financial planning, financial statement analysis and risk management can make a difference in the competitiveness of organizations.

With this idea in mind, TECH has developed a revolutionary Advanced Master's Degree in Senior Financial Management, Expert Accountant. Designed by leading experts in the field, the educational program will delve into subjects ranging from the viability of investment projects or management accounting to optimize strategic decision making to the fundamentals of current international regulations. In this way, graduates will develop the necessary skills to lead the Financial Management of organizations, efficiently managing resources, analyzing the viability of investment projects and applying regulations to guarantee compliance and the optimization of accounting processes.

Furthermore, this program is based completely on a 100% online modality, making it easier for specialists to plan their own study schedules and to experience a completely efficient update. In addition, professionals will enjoy a wide variety of multimedia resources aimed at promoting a dynamic and natural knowledge update. To access the Virtual Campus, all professionals will need is a device with an Internet connection (including their own cell phone). They will also have the support of an experienced teaching staff at all times, who will resolve any doubts that may arise during their syllabus. In addition, a renowned International Guest Director will deliver intensive Masterclasses.

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

- ♦ The development of case studies presented by experts in Senior Financial Management, Expert Accountant
- ♦ 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 self-assessment can be used to improve learning
- ♦ Special emphasis on innovative methodologies in Senior Financial Management, Expert Accountant
- ♦ 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 prestigious International Guest Director will offer comprehensive Masterclasses to delve into the latest trends in Senior Financial Management and Expert Accounting”

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You will analyze financial statements with precision using tools such as ratios, profitability analysis and liquidity”

Its teaching staff includes professionals from the fields of senior financial management and expert accounting, who bring their work experience to the program, as well as renowned specialists from leading companies and prestigious universities.

The multimedia content, developed with the latest educational technology, will provide the professional with situated and contextual learning, i.e., a simulated environment that will provide an immersive learning experience designed to prepare for real-life situations.

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

You are looking at a university program that is flexible and compatible with your daily responsibilities. Enroll now!

The Relearning system applied by TECH in its programs reduces the long hours of study so frequent in other teaching methods.



02

Why Study at TECH?

TECH is the world's largest online university. With an impressive catalog of more than 14,000 university programs available in 11 languages, it is positioned as a leader in employability, with a 99% job placement rate. In addition, it relies on an enormous faculty of more than 6,000 professors of the highest international renown.



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Study at the world's largest online university and guarantee your professional success. The future starts at TECH”

The world's best online university, according to FORBES

The prestigious Forbes magazine, specialized in business and finance, has highlighted TECH as "the best online university in the world" This is what they have recently stated in an article in their digital edition in which they echo the success story of this institution, "thanks to the academic offer it provides, the selection of its teaching staff, and an innovative learning method oriented to form the professionals of the future".

The best top international faculty

TECH's faculty is made up of more than 6,000 professors of the highest international prestige. Professors, researchers and top executives of multinational companies, including Isaiah Covington, performance coach of the Boston Celtics; Magda Romanska, principal investigator at Harvard MetaLAB; Ignacio Wistumba, chairman of the department of translational molecular pathology at MD Anderson Cancer Center; and D.W. Pine, creative director of TIME magazine, among others.

The world's largest online university

TECH is the world's largest online university. We are the largest educational institution, with the best and widest digital educational catalog, one hundred percent online and covering most areas of knowledge. We offer the largest selection of our own degrees and accredited online undergraduate and postgraduate degrees. In total, more than 14,000 university programs, in ten different languages, making us the largest educational institution in the world.



The most complete syllabuses on the university scene

TECH offers the most complete syllabuses on the university scene, with programs that cover fundamental concepts and, at the same time, the main scientific advances in their specific scientific areas. In addition, these programs are continuously updated to guarantee students the academic vanguard and the most demanded professional skills. and the most in-demand professional competencies. In this way, the university's qualifications provide its graduates with a significant advantage to propel their careers to success.

A unique learning method

TECH is the first university to use Relearning in all its programs. This is the best online learning methodology, accredited with international teaching quality certifications, provided by prestigious educational agencies. In addition, this innovative academic model is complemented by the "Case Method", thereby configuring a unique online teaching strategy. Innovative teaching resources are also implemented, including detailed videos, infographics and interactive summaries.

The official online university of the NBA

TECH is the official online university of the NBA. Thanks to our agreement with the biggest league in basketball, we offer our students exclusive university programs, as well as a wide variety of educational resources focused on the business of the league and other areas of the sports industry. Each program is made up of a uniquely designed syllabus and features exceptional guest hosts: professionals with a distinguished sports background who will offer their expertise on the most relevant topics.

Leaders in employability

TECH has become the leading university in employability. Ninety-nine percent of its students obtain jobs in the academic field they have studied within one year of completing any of the university's programs. A similar number achieve immediate career enhancement. All this thanks to a study methodology that bases its effectiveness on the acquisition of practical skills, which are absolutely necessary for professional development.



Google Premier Partner

The American technology giant has awarded TECH the Google Premier Partner badge. This award, which is only available to 3% of the world's companies, highlights the efficient, flexible and tailored experience that this university provides to students. The recognition not only accredits the maximum rigor, performance and investment in TECH's digital infrastructures, but also places this university as one of the world's leading technology companies.



The top-rated university by its students

Students have positioned TECH as the world's top-rated university on the main review websites, with a highest rating of 4.9 out of 5, obtained from more than 1,000 reviews. These results consolidate TECH as the benchmark university institution at an international level, reflecting the excellence and positive impact of its educational model.



03 Syllabus

The teaching materials that make up this Advanced Master's Degree have been developed by a group made up of experts in Senior Financial Management, Expert Accountant. Thanks to this, the syllabus will delve into issues ranging from advanced accounting and the viability of investment projects to strategies for the early identification of a wide variety of financial risks.





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You will develop leadership skills to motivate multidisciplinary work teams towards the achievement of strategic financial objectives”

Module 1. Leadership, Ethics and Social Responsibility in Companies

- 1.1. Globalization and Governance
 - 1.1.1. Governance and Corporate Governance
 - 1.1.2. The Fundamentals of Corporate Governance in Companies
 - 1.1.3. The Role of the Board of Directors in the Corporate Governance Framework
- 1.2. Leadership
 - 1.2.1. Leadership. A Conceptual Approach
 - 1.2.2. Leadership in Companies
 - 1.2.3. The Importance of Leaders in Business Management
- 1.3. Cross-Cultural Management
 - 1.3.1. Cross-Cultural Management Concept
 - 1.3.2. Contributions to Knowledge of National Cultures
 - 1.3.3. Diversity Management
- 1.4. Management and Leadership Development
 - 1.4.1. Concept of Management Development
 - 1.4.2. Concept of Leadership
 - 1.4.3. Leadership Theories
 - 1.4.4. Leadership Styles
 - 1.4.5. Intelligence in Leadership
 - 1.4.6. The Challenges of Today's Leader
- 1.5. Business Ethics
 - 1.5.1. Ethics and Morals
 - 1.5.2. Business Ethics
 - 1.5.3. Leadership and Ethics in Companies
- 1.6. Sustainability
 - 1.6.1. Sustainability and Sustainable Development
 - 1.6.2. The 2030 Agenda
 - 1.6.3. Sustainable Companies
- 1.7. Corporate Social Responsibility
 - 1.7.1. International Dimensions of Corporate Social Responsibility
 - 1.7.2. Implementing Corporate Social Responsibility
 - 1.7.3. The Impact and Measurement of Corporate Social Responsibility



- 1.8. Responsible Management Systems and Tools
 - 1.8.1. CSR: The Corporate Social Responsibility
 - 1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
 - 1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
 - 1.8.4. CSR Tools and Standards
- 1.9. Multinationals and Human Rights
 - 1.9.1. Globalization, Multinational Companies and Human Rights
 - 1.9.2. Multinational Corporations and International Law
 - 1.9.3. Legal Instruments for Multinationals in the Area of Human Rights
- 1.10. Legal Environment and Corporate Governance
 - 1.10.1. International Rules on Importation and Exportation
 - 1.10.2. Intellectual and Industrial Property
 - 1.10.3. International Labor Law

Module 2. Strategic Direction and Executive Management

- 2.1. Organizational Analysis and Design
 - 2.1.1. Conceptual Framework
 - 2.1.2. Key Elements in Organizational Design
 - 2.1.3. Basic Organizational Models
 - 2.1.4. Organizational Design: Typology
- 2.2. Corporate Strategy
 - 2.2.1. Competitive Corporate Strategy
 - 2.2.2. Growth Strategies: Typology
 - 2.2.3. Conceptual Framework
- 2.3. Strategic Planning and Strategy Formulation
 - 2.3.1. Conceptual Framework
 - 2.3.2. Elements of Strategic Planning
 - 2.3.3. Strategy Formulation: Process of Strategic Planning
- 2.4. Strategic Thinking
 - 2.4.1. The Company as a System
 - 2.4.2. Organization Concept
- 2.5. Financial Diagnosis
 - 2.5.1. Concept of Financial Diagnosis
 - 2.5.2. Stages of Financial Diagnosis
 - 2.5.3. Assessment Methods for Financial Diagnosis
- 2.6. Planning and Strategy
 - 2.6.1. The Plan from a Strategy
 - 2.6.2. Strategic Positioning
 - 2.6.3. Strategy in Companies
- 2.7. Strategy Models and Patterns
 - 2.7.1. Conceptual Framework
 - 2.7.2. Strategic Models
 - 2.7.3. Strategic Patterns: The Five P's of Strategy
- 2.8. Competitive Strategy
 - 2.8.1. Competitive Advantage
 - 2.8.2. Choosing a Competitive Strategy
 - 2.8.3. Strategies based on the Strategic Clock Model
 - 2.8.4. Types of Strategies according to the Industrial Sector Life Cycle
- 2.9. Strategic Management
 - 2.9.1. The Concept of Strategy
 - 2.9.2. The Process of Strategic Management
 - 2.9.3. Approaches in Strategic Management
- 2.10. Strategy Implementation
 - 2.10.1. Indicator Systems and Process Approach
 - 2.10.2. Strategic Map
 - 2.10.3. Strategic Alignment
- 2.11. Executive Management
 - 2.11.1. Conceptual Framework of Executive Management
 - 2.11.2. Executive Management. The Role of the Board of Directors and Corporate Management Tools
- 2.12. Strategic Communication
 - 2.12.1. Interpersonal Communication
 - 2.12.2. Communication Skills and Influence
 - 2.12.3. Internal Communication
 - 2.12.4. Barriers to Business Communication

Module 3. People and Talent Management

- 3.1. Organizational Behavior
 - 3.1.1. Organizational Behavior. Conceptual Framework
 - 3.1.2. Main Factors of Organizational Behavior
- 3.2. People in Organizations
 - 3.2.1. Quality of Work Life and Psychological Well-Being
 - 3.2.2. Work Teams and Meeting Management
 - 3.2.3. Coaching and Team Management
 - 3.2.4. Managing Equality and Diversity
- 3.3. Strategic People Management
 - 3.3.1. Strategic Management and Human Resources
 - 3.3.2. Strategic People Management
- 3.4. Evolution of Resources. An Integrated Vision
 - 3.4.1. The Human Resources Importance
 - 3.4.2. A New Environment for People Management and Leadership
 - 3.4.3. Strategic Human Resources Management
- 3.5. Selection, Group Dynamics and Human Resources Recruitment
 - 3.5.1. Approach to Recruitment and Selection
 - 3.5.2. Recruitment
 - 3.5.3. The Selection Process
- 3.6. Human Resources Management by Competencies
 - 3.6.1. Analysis of the Potential
 - 3.6.2. Remuneration Policy
 - 3.6.3. Career/Succession Planning
- 3.7. Performance Evaluation and Performance Management
 - 3.7.1. Performance Management
 - 3.7.2. Performance Management: Objectives and Process
- 3.8. Training Management
 - 3.8.1. Learning Theories
 - 3.8.2. Talent Detection and Retention
 - 3.8.3. Gamification and Talent Management
 - 3.8.4. Training and Professional Obsolescence
- 3.9. Talent Management
 - 3.9.1. Keys for Positive Management
 - 3.9.2. Conceptual Origin of Talent and its Implication in the Company
 - 3.9.3. Map of Talent in the Organization
 - 3.9.4. Cost and Added Value
- 3.10. Innovation in Talent and People Management
 - 3.10.1. Strategic Talent Management Models
 - 3.10.2. Talent Identification, Training and Development
 - 3.10.3. Loyalty and Retention
 - 3.10.4. Proactivity and Innovation
- 3.11. Motivation
 - 3.11.1. The Nature of Motivation
 - 3.11.2. Expectations Theory
 - 3.11.3. Needs Theory
 - 3.11.4. Motivation and Financial Compensation
- 3.12. *Employer Branding*
 - 3.12.1. Employer Branding in Human Resources
 - 3.12.2. Personal Branding for Human Resources Professionals
- 3.13. High-Performance Teams Development
 - 3.13.1. High-Performance Teams: Self-Managed Teams
 - 3.13.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 3.14. Management Skills Development
 - 3.14.1. What are Manager Competencies?
 - 3.14.2. Elements of Competencies
 - 3.14.3. Knowledge
 - 3.14.4. Management Skills
 - 3.14.5. Attitudes and Values in Managers
 - 3.14.6. Managerial Skills
- 3.15. Time Management
 - 3.15.1. Benefits
 - 3.15.2. What Can be the Causes of Poor Time Management?
 - 3.15.3. Time
 - 3.15.4. Time Illusions
 - 3.15.5. Attention and Memory

- 3.15.6. State of Mind
- 3.15.7. Time Management
- 3.15.8. Being Proactive
- 3.15.9. Be Clear About the Objective
- 3.15.10. Order
- 3.15.11. Planning
- 3.16. Change Management
 - 3.16.1. Change Management
 - 3.16.2. Type of Change Management Processes
 - 3.16.3. Stages or Phases in the Change Management Process
- 3.17. Negotiation and Conflict Management
 - 3.17.1. Negotiation
 - 3.17.2. Conflict Management
 - 3.17.3. Crisis Management
- 3.18. Executive Communication
 - 3.18.1. Internal and External Communication in the Corporate Environment
 - 3.18.2. Communication Departments
 - 3.18.3. The Person in Charge of Communication of the Company. The Profile of the Dircom
- 3.19. Human Resources Management and Occupational Hazard Prevention Teams
 - 3.19.1. Management of Human Resources and Teams
 - 3.19.2. Occupational Risk Prevention
- 3.20. Productivity, Attraction, Retention and Activation of Talent
 - 3.20.1. Productivity
 - 3.20.2. Talent Attraction and Retention Levers
- 3.21. Monetary Compensation Vs. Non-Monetary
 - 3.21.1. Monetary Compensation Vs. Non-Monetary
 - 3.21.2. Wage Band Models
 - 3.21.3. Non-Monetary Compensation Models
 - 3.21.4. Working Model
 - 3.21.5. Corporate Community
 - 3.21.6. Company Image
 - 3.21.7. Emotional Salary

- 3.22. Innovation in Talent and People Management
 - 3.22.1. Innovation in Organizations
 - 3.22.2. New Challenges in the Human Resources Department
 - 3.22.3. Innovation Management
 - 3.22.4. Tools for Innovation
- 3.23. Knowledge and Talent Management
 - 3.23.1. Knowledge and Talent Management
 - 3.23.2. Knowledge Management Implementation
- 3.24. Transforming Human Resources in the Digital Era
 - 3.24.1. The Socioeconomic Context
 - 3.24.2. New Forms of Corporate Organization
 - 3.24.3. New Methodologies

Module 4. Economic and Financial Management

- 4.1. Economic Environment
 - 4.1.1. Macroeconomic Environment and the National Financial System
 - 4.1.2. Financial Institutions
 - 4.1.3. Financial Markets
 - 4.1.4. Financial Assets
 - 4.1.5. Other Financial Sector Entities
- 4.2. Company Financing
 - 4.2.1. Sources of Financing
 - 4.2.2. Types of Financing Costs
- 4.3. Executive Accounting
 - 4.3.1. Basic Concepts
 - 4.3.2. The Company's Assets
 - 4.3.3. The Company's Liabilities
 - 4.3.4. The Company's Net Worth
 - 4.3.5. The Income Statement
- 4.4. Management Accounting to Cost Accounting
 - 4.4.1. Elements of Cost Calculation
 - 4.4.2. Expenses in General Accounting and Cost Accounting
 - 4.4.3. Costs Classification

- 4.5. Information Systems and Business Intelligence
 - 4.5.1. Fundamentals and Classification
 - 4.5.2. Cost Allocation Phases and Methods
 - 4.5.3. Choice of Cost Center and Impact
- 4.6. Budget and Management Control
 - 4.6.1. The Budget Model
 - 4.6.2. The Capital Budget
 - 4.6.3. The Operating Budget
 - 4.6.5. Treasury Budget
 - 4.6.6. Budget Monitoring
- 4.7. Treasury Management
 - 4.7.1. Accounting Working Capital and Necessary Working Capital
 - 4.7.2. Calculation of Operating Cash Requirements
 - 4.7.3. *Credit Management*
- 4.8. Corporate Tax Responsibility
 - 4.8.1. Basic Tax Concepts
 - 4.8.2. Corporate Income Tax
 - 4.8.3. Value Added Tax
 - 4.8.4. Other Taxes Related to Commercial Activity
 - 4.8.5. The Company as a Facilitator of the Work of the State
- 4.9. Corporate Control Systems
 - 4.9.1. Analysis of Financial Statements
 - 4.9.2. The Company's Balance Sheet
 - 4.9.3. The Profit and Loss Statement
 - 4.9.4. The Statement of Cash Flows
 - 4.9.5. Ratio Analysis
- 4.10. Financial Management
 - 4.10.1. The Company's Financial Decisions
 - 4.10.2. Financial Department
 - 4.10.3. Cash Surpluses
 - 4.10.4. Risks Associated with Financial Management
 - 4.10.5. Financial Administration Risk Management
- 4.11. Financial Planning
 - 4.11.1. Definition of Financial Planning
 - 4.11.2. Actions to be Taken in Financial Planning
 - 4.11.3. Creation and Establishment of the Business Strategy
 - 4.11.4. The Cash Flow Table
 - 4.11.5. The Working Capital Table
- 4.12. Corporate Financial Strategy
 - 4.12.1. Corporate Strategy and Sources of Financing
 - 4.21.2. Financial Products for Corporate Financing
- 4.13. Macroeconomic Context
 - 4.13.1. Macroeconomic Context
 - 4.13.2. Relevant Economic Indicators
 - 4.13.3. Mechanisms for the Control of Macroeconomic Magnitudes
 - 4.13.4. Economic Cycles
- 4.14. Strategic Financing
 - 4.14.1. Self-Financing
 - 4.14.2. Increase in Equity
 - 4.14.3. Hybrid Resources
 - 4.14.4. Financing Through Intermediaries
- 4.15. Money and Capital Markets
 - 4.15.1. The Money Market
 - 4.15.2. The Fixed Income Market
 - 4.15.3. The Equity Market
 - 4.15.4. The Foreign Exchange Market
 - 4.15.5. The Derivatives Market
- 4.16. Financial Analysis and Planning
 - 4.16.1. Analysis of the Balance Sheet
 - 4.16.2. Analysis of the Income Statement
 - 4.16.3. Profitability Analysis
- 4.17. Analyzing and Solving Cases/Problems
 - 4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

Module 5. Operations and Logistics Management

- 5.1. Operations Direction and Management
 - 5.1.1. The Role of Operations
 - 5.1.2. The Impact of Operations on the Management of Companies
 - 5.1.3. Introduction to Operations Strategy
 - 5.1.4. Operations Management
- 5.2. Industrial Organization and Logistics
 - 5.2.1. Industrial Organization Department
 - 5.2.2. Logistics Department
- 5.3. Structure and Types of Production (MTS, MTO, ATO, ETO...)
 - 5.3.1. Production System
 - 5.3.2. Production Strategy
 - 5.3.3. Inventory Management System
 - 5.3.4. Production Indicators
- 5.4. Structure and Types of Procurement
 - 5.4.1. Function of Procurement
 - 5.4.2. Procurement Management
 - 5.4.3. Types of Purchases
 - 5.4.4. Efficient Purchasing Management of a Company
 - 5.4.5. Stages of the Purchase Decision Process
- 5.5. Economic Control of Purchasing
 - 5.5.1. Economic Influence of Purchases
 - 5.5.2. Cost Centers
 - 5.5.3. Budget
 - 5.5.4. Budgeting vs. Actual Expenditure
 - 5.5.5. Budgetary Control Tools
- 5.6. Warehouse Operations Control
 - 5.6.1. Inventory Control
 - 5.6.2. Location Systems
 - 5.6.3. Stock Management Techniques
 - 5.6.4. Storage Systems
- 5.7. Strategic Purchasing Management
 - 5.7.1. Business Strategy
 - 5.7.2. Strategic Planning
 - 5.7.3. Purchasing Strategies
- 5.8. Typologies of the Supply Chain Management (SCM)
 - 5.8.1. Supply Chain
 - 5.8.2. Benefits of Supply Chain Management
 - 5.8.3. Logistical Management in the Supply Chain
- 5.9. *Supply Chain Management*
 - 5.9.1. The Concept of Management of the Supply Chain (SCM)
 - 5.9.2. Costs and Efficiency of the Operations Chain
 - 5.9.3. Demand Patterns
 - 5.9.4. Operations Strategy and Change
- 5.10. Interactions Between the SCM and All Other Departments
 - 5.10.1. Interaction of the Supply Chain
 - 5.10.2. Interaction of the Supply Chain. Integration by Parts
 - 5.10.3. Supply Chain Integration Problems
 - 5.10.4. Supply Chain
- 5.11. Logistics Costs
 - 5.11.1. Logistics Costs
 - 5.11.2. Problems with Logistics Costs
 - 5.11.3. Logistic Costs Optimization
- 5.12. Profitability and Efficiency of Logistics Chains: KPIS
 - 5.12.1. Logistics Chain
 - 5.12.2. Profitability and Efficiency of the Logistics Chain
 - 5.12.3. Indicators of Profitability and Efficiency of the Supply Chain
- 5.13. Process Management
 - 5.13.1. Process Management
 - 5.13.2. Process Based Focus: Business Process Mapping
 - 5.13.3. Improvements in Process Management
- 5.14. Distribution and Transportation Logistics
 - 5.14.1. Distribution in the Supply Chain
 - 5.14.2. Transportation Logistics
 - 5.14.3. Geographic Information Systems as a Support to Logistics

- 5.15. Logistics and Customers
 - 5.15.1. Demand Analysis
 - 5.15.2. Demand and Sales Forecast
 - 5.15.3. Sales and Operations Planning
 - 5.15.4. Collaborative Planning, Forecasting and Replenishment Planning (CPFR)
- 5.16. International Logistics
 - 5.16.1. Export and Import Processes
 - 5.16.2. Customs
 - 5.16.3. Methods and Means of International Payment
 - 5.16.4. International Logistics Platforms
- 5.17. Outsourcing of Operations
 - 5.17.1. Operations Management and Outsourcing
 - 5.17.2. Outsourcing Implementation in Logistics Environments
- 5.18. Competitiveness in Operations
 - 5.18.1. Operations Management
 - 5.18.2. Operational Competitiveness
 - 5.18.3. Operations Strategy and Competitive Advantages
- 5.19. Quality Management
 - 5.19.1. Internal and External Customers
 - 5.19.2. Quality Costs
 - 5.19.3. Ongoing Improvement and the Deming Philosophy

Module 6. Information Systems Management

- 6.1. Technological Environment
 - 6.1.1. Technology and Globalization
 - 6.1.2. Economic Environment and Technology
 - 6.1.3. Technological Environment and its Impact on Companies
- 6.2. Information Systems in Companies
 - 6.2.1. The Evolution of the IT Model
 - 6.2.2. Organization and IT Departments
 - 6.2.3. Information Technology and Economic Environment

- 6.3. Corporate Strategy and Technology Strategy
 - 6.3.1. Creating Value for Customers and Shareholders
 - 6.3.2. Strategic IS/IT Decisions
 - 6.3.3. Corporate Strategy vs Technological and Digital Strategy
- 6.4. Information Systems Management
 - 6.4.1. Corporate Governance of Technology and Information Systems
 - 6.4.2. Management of Information Systems in Companies
 - 6.4.3. Expert Managers in Information Systems: Roles and Functions
- 6.5. Information Technology Strategic Planning
 - 6.5.1. Information Systems and Corporate Strategy
 - 6.5.2. Strategic Planning of Information Systems
 - 6.5.3. Phases of Information Systems Strategic Planning
- 6.6. Information Systems for Decision Making
 - 6.6.1. *Business Intelligence*
 - 6.6.2. *Data Warehouse*
 - 6.6.3. Balanced Scorecard (BSC)
- 6.7. Exploring the Information
 - 6.7.1. SQL: Relational Databases. Basic Concepts
 - 6.7.2. Networks and Communications
 - 6.7.3. Operational System: Standardized Data Models
 - 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
 - 6.7.5. Strategic DB Analysis and Report Composition
- 6.8. *Enterprise Business Intelligence*
 - 6.8.1. The World of Data
 - 6.8.2. Relevant Concepts
 - 6.8.3. Main Characteristics
 - 6.8.4. Solutions in Today's Market
 - 6.8.5. Overall Architecture of a BI Solution
 - 6.8.6. Cybersecurity in BI and Data Science

- 6.9. New Business Concept
 - 6.9.1. Why BI?
 - 6.9.2. Obtaining Information
 - 6.9.3. BI in the Different Departments of the Company
 - 6.9.4. Reasons to Invest in BI
- 6.10. BI Tools and Solutions
 - 6.10.1. How to Choose the Best Tool?
 - 6.10.2. Microsoft Power BI, MicroStrategy y Tableau
 - 6.10.3. SAP BI, SAS BI and Qlikview
 - 6.10.4. Prometheus
- 6.11. BI Project Planning and Management
 - 6.11.1. First Steps to Define a BI Project
 - 6.11.2. BI Solution for the Company
 - 6.11.3. Requirements and Objectives
- 6.12. Corporate Management Applications
 - 6.12.1. Information Systems and Corporate Management
 - 6.12.2. Applications for Corporate Management
 - 6.12.3. Enterprise Resource Planning Systems or ERP
- 6.13. Digital Transformation
 - 6.13.1. Conceptual Framework of Digital Transformation
 - 6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
 - 6.13.3. Digital Transformation in Companies
- 6.14. Technology and Trends
 - 6.14.1. Main Trends in the Field of Technology that are Changing Business Models.
 - 6.14.2. Analysis of the Main Emerging Technologies
- 6.15. IT Outsourcing
 - 6.15.1. Conceptual Framework of Outsourcing
 - 6.15.2. IT Outsourcing and its Impact on the Business.
 - 6.15.3. Keys to Implement Corporate IT Outsourcing Projects

Module 7. Commercial Management, Strategic Marketing and Corporate Communications

- 7.1. Commercial Management
 - 7.1.1. Conceptual Framework of Commercial Management
 - 7.1.2. Business Strategy and Planning
 - 7.1.3. The Role of Sales Managers
- 7.2. Marketing
 - 7.2.1. The Concept of Marketing
 - 7.2.2. The Basic Elements of Marketing
 - 7.2.3. Marketing Activities in Companies
- 7.3. Strategic Marketing Management
 - 7.3.1. The Concept of Strategic Marketing
 - 7.3.2. Concept of Strategic Marketing Planning
 - 7.3.3. Stages in the Process of Strategic Marketing Planning
- 7.4. Digital Marketing and E-commerce
 - 7.4.1. Digital Marketing and E-commerce Objectives
 - 7.4.2. Digital Marketing and Media Used
 - 7.4.3. E-Commerce. General Context
 - 7.4.4. Categories of E-Commerce
 - 7.4.5. Advantages and Disadvantages of E-Commerce Vs. Traditional Commerce
- 7.5. *Managing Digital Business*
 - 7.5.1. Competitive Strategy given the Growing Digitalization of the Media
 - 7.5.2. Designing and Creating a Digital Marketing Plan
 - 7.5.3. ROI Analysis in a Digital Marketing Plan
- 7.6. Digital Marketing to Reinforce a Brand
 - 7.6.1. Online Strategies to Improve Your Brand's Reputation
 - 7.6.2. *Branded Content and Storytelling*
- 7.7. Digital Marketing Strategy
 - 7.7.1. Defining the Digital Marketing Strategy
 - 7.7.2. Digital Marketing Strategy Tools

- 7.8. Digital Marketing to Attract and Retain Customers
 - 7.8.1. Loyalty and Engagement Strategies through the Internet
 - 7.8.2. Visitor Relationship Management
 - 7.8.3. Hypersegmentation
- 7.9. Managing Digital Campaigns
 - 7.9.1. What is a Digital Advertising Campaign?
 - 7.9.2. Steps to Launch an Online Marketing Campaign
 - 7.9.3. Mistakes in Digital Advertising Campaigns
- 7.10. Online Marketing Plan
 - 7.10.1. What is an Online Marketing Plan?
 - 7.10.2. Steps to Create an Online Marketing Plan
 - 7.10.3. Advantages of Having an Online Marketing Plan
- 7.11. Blended Marketing
 - 7.11.1. What is Blended Marketing?
 - 7.11.2. Differences Between Online and Offline Marketing
 - 7.11.3. Aspects to be Taken into Account in the Blended Marketing Strategy
 - 7.11.4. Characteristics of a Blended Marketing Strategy
 - 7.11.5. Recommendations in Blended Marketing
 - 7.11.6. Benefits of Blended Marketing
- 7.12. Sales Strategy
 - 7.12.1. Sales Strategy
 - 7.12.2. Sales Methods
- 7.13. Corporate Communication
 - 7.13.1. Concept
 - 7.13.2. The Importance of Communication in the Organization
 - 7.13.3. Type of Communication in the Organization
 - 7.13.4. Functions of Communication in the Organization
 - 7.13.5. Elements of Communication
 - 7.13.6. Communication Problems
 - 7.13.7. Communication Scenarios
- 7.14. Corporate Communication Strategy
 - 7.14.1. Motivational Programs, Social Action, Participation and Training with HR
 - 7.14.2. Internal Communication Support and Tools
 - 7.14.3. Internal Communication Plan

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

Module 8. Market Research, Advertising and Commercial Management

- 8.1. Market Research
 - 8.1.1. Market Research: Historical Origin
 - 8.1.2. Analysis and Evolution of the Conceptual Framework of Marketing Research
 - 8.1.3. Key Elements and Value Contribution of Market Research
- 8.2. Quantitative Research Methods and Techniques
 - 8.2.1. Sample Size
 - 8.2.2. Sampling
 - 8.2.3. Types of Quantitative Techniques
- 8.3. Qualitative Research Methods and Techniques
 - 8.3.1. Types of Qualitative Research
 - 8.3.2. Qualitative Research Techniques
- 8.4. Market Segmentation
 - 8.4.1. Market Segmentation Concept
 - 8.4.2. Utility and Segmentation Requirements
 - 8.4.3. Consumer Market Segmentation
 - 8.4.4. Industrial Market Segmentation
 - 8.4.5. Segmentation Strategies
 - 8.4.6. Segmentation Based on Marketing - Mix Criteria
 - 8.4.7. Market Segmentation Methodology
- 8.5. Research Project Management
 - 8.5.1. Market Research as a Process
 - 8.5.2. Planning Stages in Market Research
 - 8.5.3. Execution Stages in Marketing Research
 - 8.5.4. Managing a Research Project



- 8.6. International Market Research
 - 8.6.1. International Market Research
 - 8.6.2. International Market Research Process
 - 8.6.3. The Importance of Secondary Sources in International Market Research
- 8.7. Feasibility Studies
 - 8.7.1. Concept and Usefulness
 - 8.7.2. Outline of a Feasibility Study
 - 8.7.3. Development of a Feasibility Study
- 8.8. Advertising
 - 8.8.1. Historical Background of Advertising
 - 8.8.2. Conceptual Framework of Advertising: Principles, Briefing Concept and Positioning
 - 8.8.3. Advertising Agencies, Media Agencies and Advertising Professionals
 - 8.8.4. Importance of Advertising in Business
 - 8.8.5. Advertising Trends and Challenges
- 8.9. Developing the Marketing Plan
 - 8.9.1. Marketing Plan Concept
 - 8.9.2. Situation Analysis and Diagnosis
 - 8.9.3. Strategic Marketing Decisions
 - 8.9.4. Operating Marketing Decisions
- 8.10. Promotion and Merchandising Strategies
 - 8.10.1. Integrated Marketing Communication
 - 8.10.2. Advertising Communication Plan
 - 8.10.3. Merchandising as a Communication Technique
- 8.11. Media Planning
 - 8.11.1. Origin and Evolution of Media Planning
 - 8.11.2. Media
 - 8.11.3. Media Plan
- 8.12. Fundamentals of Commercial Management
 - 8.12.1. The Role of Commercial Management
 - 8.12.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
 - 8.12.3. Commercial Planning Systems of the Company
 - 8.12.4. Main Competitive Strategies

- 8.13. Commercial Negotiation
 - 8.13.1. Commercial Negotiation
 - 8.13.2. Psychological Issues in Negotiation
 - 8.13.3. Main Negotiation Methods
 - 8.13.4. The Negotiation Process
- 8.14. Decision-Making in Commercial Management
 - 8.14.1. Commercial Strategy and Competitive Strategy
 - 8.14.2. Decision-Making Models
 - 8.14.3. Decision-Making Analytics and Tools
 - 8.14.4. Human Behavior in Decision Making
- 8.15. Sales Network Management
 - 8.15.1. Sales Management Dirección de ventas
 - 8.15.2. Networks Serving Commercial Activity
 - 8.15.3. Salesperson Recruitment and Training Policies
 - 8.15.4. Remuneration Systems for Own and External Commercial Networks
 - 8.15.5. Management of the Commercial Process. Control and Assistance to the Work of the Sales Representatives Based on the Information
- 8.16. Implementing the Commercial Function
 - 8.16.1. Recruitment of Own Sales Representatives and Sales Agents
 - 8.16.2. Commercial Activity Control
 - 8.16.3. The Code of Ethics of Sales Personnel
 - 8.16.4. Compliance with Legislation
 - 8.16.5. Generally Accepted Standards of Business Conduct
- 8.17. Key Account Management
 - 8.17.1. Concept of Key Account Management
 - 8.17.2. The Key Account Manager
 - 8.17.3. Key Account Management Strategy
- 8.18. Financial and Budgetary Management
 - 8.18.1. The Break-Even Point
 - 8.18.2. The Sales Budget. Control of Management and of the Annual Sales Plan
 - 8.18.3. Financial Impact of Strategic Sales Decisions
 - 8.18.4. Cycle Management, Turnover, Profitability and Liquidity
 - 8.18.5. Income Statement

Module 9. Innovation and Project Management

- 9.1. Innovation
 - 9.1.1. Introduction to Innovation
 - 9.1.2. Innovation in the Entrepreneurial Ecosystem
 - 9.1.3. Instruments and Tools for the Business Innovation Process
- 9.2. Innovation from Strategy
 - 9.2.1. Strategic Intelligence and Innovation
 - 9.2.2. Innovation from Strategy
- 9.3. Project Management for Startups
 - 9.3.1. Startup Concept
 - 9.3.2. Lean Startup Philosophy
 - 9.3.3. Stages of Startup Development
 - 9.3.4. The Role of a Project Manager in a Startup
- 9.4. Business Model Design and Validation
 - 9.4.1. Conceptual Framework of a Business Model
 - 9.4.2. Business Model Design and Validation
- 9.5. Project Management
 - 9.5.1. Project Management: Identification of Opportunities to Develop Corporate Innovation Projects
 - 9.5.2. Main Stages or Phases in Innovation Projects Management
- 9.6. Project Change Management: Training Management
 - 9.6.1. Concept of Change Management
 - 9.6.2. The Change Management Process
 - 9.6.3. Change Implementation
- 9.7. Project Communication Management
 - 9.7.1. Project Communications Management
 - 9.7.2. Key Concepts for Project Communications Management
 - 9.7.3. Emerging Trends
 - 9.7.4. Adaptations to the Team
 - 9.7.5. Planning Communications Management
 - 9.7.6. Communications Management
 - 9.7.7. Communications Monitoring

- 9.8. Traditional and Innovative Methodologies
 - 9.8.1. Innovative Methodologies
 - 9.8.2. Basic Principles of Scrum
 - 9.8.3. Differences between the Main Aspects of Scrum and Traditional Methodologies
- 9.9. Creation of a Startup
 - 9.9.1. Creation of a Startup
 - 9.9.2. Organization and Culture
 - 9.9.3. Top Ten Reasons Why Startups Fail
 - 9.9.4. Legal Aspects
- 9.10. Project Risk Management Planning
 - 9.10.1. Risk Planning
 - 9.10.2. Elements for Creating a Risk Management Plan
 - 9.10.3. Tools for Creating a Risk Management Plan
 - 9.10.4. Content of the Risk Management Plan

Module 10. Executive Management

- 10.1. General Management
 - 10.1.1. The Concept of General Management
 - 10.1.2. The Role of the General Manager
 - 10.1.3. The CEO and their Responsibilities
 - 10.1.4. Transformation of the Management's Role
- 10.2. Manager Functions. Organizational Culture and Approaches
 - 10.2.1. Manager Functions. Organizational Culture and Approaches
- 10.3. Operations Management
 - 10.3.1. The Importance of Management
 - 10.3.2. Value Chain
 - 10.3.3. Quality Management
- 10.4. Public Speaking and Spokesperson Training
 - 10.4.1. Interpersonal Communication
 - 10.4.2. Communication Skills and Influence
 - 10.4.3. Communication Barriers

- 10.5. Personal and Organizational Communications Tools
 - 10.5.1. Interpersonal Communication
 - 10.5.2. Interpersonal Communication Tools
 - 10.5.3. Communication in the Organization
 - 10.5.4. Tools in the Organization
- 10.6. Communication in Crisis Situations
 - 10.6.1. Crisis
 - 10.6.2. Phases of the Crisis
 - 10.6.3. Messages: Contents and Moments
- 10.7. Preparation of a Crisis Plan
 - 10.7.1. Analysis of Possible Problems
 - 10.7.2. Planning
 - 10.7.3. Adequacy of Personnel
- 10.8. Emotional Intelligence
 - 10.8.1. Emotional Intelligence and Communication
 - 10.8.2. Assertiveness, Empathy and Active Listening
 - 10.8.3. Self-Esteem and Emotional Communication
- 10.9. Personal Branding
 - 10.9.1. Strategies for Personal Brand Development
 - 10.9.2. Personal Branding Laws
 - 10.9.3. Tools for Creating Personal Brands
- 10.10. Leadership and Team Management
 - 10.10.1. Leadership and Leadership Styles
 - 10.10.2. Leader Capabilities and Challenges
 - 10.10.3. Managing Change Processes
 - 10.10.4. Managing Multicultural Teams

Module 11. Strategic Planning and Management Control

- 11.1. Management Control
 - 11.1.1. Financial Policy and Growth
 - 11.1.2. Information as a Management Control Tool
 - 11.1.3. Management Control as a Planning and Management System
 - 11.1.4. Functions of the Controller
 - 11.1.5. Scope of Management Control

- 11.2. Financial Information and Management Decisions
 - 11.2.1. Financial or Legal Accounting
 - 11.2.2. Analytical or Cost Accounting
 - 11.2.3. Control Accounting
- 11.3. Treasury Management
 - 11.3.1. Working Capital and Working Capital Requirements
 - 11.3.2. Calculation of Operating Cash Requirements
 - 11.3.3. Credit Management
 - 11.3.4. Fund, Wealth and Family Office Management
- 11.4. Cash Management
 - 11.4.1. Bank Financing of Working Capital
 - 11.4.2. Treasury Department Organization
 - 11.4.3. Centralized Treasury Management
- 11.5. Planning and Control of Responsibility Centers
 - 11.5.1. Design of a Management Control System
 - 11.5.2. Management Control Deviations
- 11.6. The Process of Strategic Formulation and Planning
 - 11.6.1. Formulation and Content of the Strategic Plan
 - 11.6.2. Balanced Scorecard
 - 11.6.3. Terminology and Basic Concepts
- 11.7. Organizational Planning
 - 11.7.1. Business Units and Transfer Pricing
 - 11.7.2. Manufacturing, Production, Support and Sales Centers
 - 11.7.3. Roles and Responsibilities of Financial Management
- 11.8. Indicators as a Control Tool
 - 11.8.1. Control Panel
 - 11.8.2. Number and Format of Indicators
 - 11.8.3. Strategic Planning

Module 12. Financial Risk and Corporate Finance

- 12.1. Financial Management and Corporate Finance
 - 12.1.1. Business Management and Value Creation
 - 12.1.2. Capital Structure and Financial Leverage
 - 12.1.3. Weighted Average Cost of Capital
 - 12.1.4. Capital Asset Pricing Model and Other Models

- 12.2. Company Valuation Methods
 - 12.2.1. Dividend Discount
 - 12.2.2. Flow Discounting
 - 12.2.3. Comparable Multiples
- 12.3. Corporate Operations
 - 12.3.1. Mergers
 - 12.3.2. Acquisition
 - 12.3.3. *Mergers and Acquisitions*
 - 12.3.4. Tax Regime for Restructuring Operations
- 12.4. Studying Other Types of Companies
 - 12.4.1. Unlisted Companies
 - 12.4.2. SMEs
 - 12.4.3. Family Businesses
 - 12.4.4. Foundations and Non-Profit Organizations
 - 12.4.5. Social Economy Enterprise
- 12.5. Strategy and Risk Control
 - 12.5.1. Management Control Systems
 - 12.5.2. Risks and Internal Control
 - 12.5.3. Review and Audit of the Control System
 - 12.5.4. Financial Risk Management
- 12.6. Risk, Profitability and Indebtedness
 - 12.6.1. Economic Profitability and Financial Profitability
 - 12.6.2. Financial Profitability and Indebtedness
 - 12.6.3. Risk and Profitability
- 12.7. Sources of Financing
 - 12.7.1. Bank Financing
 - 12.7.2. Issuance of Debentures and Securitization of Assets
 - 12.7.3. Private Equity and Venture Capital
 - 12.7.4. Subsidies and Fiscal Support
- 12.8. Corporate Transactions and Bankruptcy
 - 12.8.1. Declaration of Bankruptcy and its Effects
 - 12.8.2. Settlement and Liquidation Phases
 - 12.8.3. International Tender
 - 12.8.4. Scoring the Tender
 - 12.8.5. Conclusion and Reopening of the Tender

Module 13. Feasibility of the Investment Projects

- 13.1. Investments in a Company
 - 13.1.1. Concept and Classification
 - 13.1.2. Stages in the Study of the Investment Project
 - 13.1.3. Investment as a Financial Operation
- 13.2. Economic Valuation Methods
 - 13.2.1. Recovery Period
 - 13.2.2. Total and Average Cash Flow per Committed Monetary Unit
 - 13.2.3. Net Present Value and Internal Rate of Return
 - 13.2.4. Discounted Payback Period and Rate of Return
 - 13.2.5. Expected NPV Return
- 13.3. Cost of Capital
 - 13.3.1. Cost of Borrowed Resources
 - 13.3.2. Cost of Preferred Stock
 - 13.3.3. Cost of Equity Calculation
 - 13.3.4. Calculation of the Total Cost of Capital
- 13.4. Investment Diagnosis, Planning and Control
 - 13.4.1. Financial Planning
 - 13.4.2. Real Estate Planning
 - 13.4.3. Tax Planning
- 13.5. Technical Analysis and Fundamental Analysis
 - 13.5.1. Definition and Scope of Application
 - 13.5.2. Study of Graphs and Trends
 - 13.5.3. Sector and Stock Market Research in Fundamental Analysis
 - 13.5.4. Ratios and Fundamental Analysis
- 13.6. Investment Analysis in a Risky Environment
 - 13.6.1. Discount Rate Adjustment
 - 13.6.2. Reduction of Cash Flows to Certainty Conditions
 - 13.6.3. Scenario Simulation
- 13.7. Cash Flows in Investment Projects
 - 13.7.1. Financial Modeling
 - 13.7.2. Discounted Cash Flows
 - 13.7.3. Analysis of Working Capital Cash Flows
 - 13.7.4. Taxes and Inflation

- 13.8. Stock Markets
 - 13.8.1. Companies' Access to the Stock Exchange
 - 13.8.2. International Stock Exchanges Operation
 - 13.8.3. Stock Market Indexes

Module 14. Executive Accounting

- 14.1. Fundamentals of Management Accounting
 - 14.1.1. Management Accounting Objectives
 - 14.1.2. Qualitative Characteristics of Accounting Information
 - 14.1.3. Management Accounting Evolution
- 14.2. Management Accounting to Cost Accounting
 - 14.2.1. Elements of Cost Calculation
 - 14.2.2. Stock in General Accounting and Cost Accounting
 - 14.2.3. Expense in General Accounting and Cost Accounting
 - 14.2.4. Costs Classification
- 14.3. Cost-Volume of Operations-Benefit Analysis
 - 14.3.1. Characteristics and Assumptions of the Cost-Volume-Profit Method
 - 14.3.2. Break-Even Point
 - 14.3.3. Safety Margin
 - 14.3.4. Uncertainty Situations in the Cost-Volume-Profit Analysis
- 14.4. Information Systems and Business Intelligence
 - 14.4.1. Fundamentals and Classification
 - 14.4.2. Cost Allocation Phases and Methods
 - 14.4.3. Choice of Cost Center and Impact
- 14.5. Direct Costing
 - 14.5.1. Analytical Results of Direct Costing as a Management Tool
 - 14.5.2. Fixed and Variable Costs: Classification
 - 14.5.3. Semi-Gross Margin for Productivity Study
 - 14.5.4. Analytical Balance Sheet Study

- 14.6. Budget Control
 - 14.6.1. Budget Planning and Control
 - 14.6.2. Operational Budgets
 - 14.6.3. Budgeting Methods
 - 14.6.4. Budget Control and Deviations
- 14.7. Standard Costs
 - 14.7.1. Definition and Types of Standard Costs
 - 14.7.2. Flexible Budgeting of Indirect Costs
 - 14.7.3. Total Cost Center and Full Costs Model
 - 14.7.4. Variances in Standard Costs Approach
- 14.8. Decision Making in Management Accounting
 - 14.8.1. Organization of Production and Costs for Decision Making
 - 14.8.2. Analysis of Economic-Financial Statements and Their Impact on Business Decisions
 - 14.8.3. Financial Information for Decision Making in the Short and Long Term
 - 14.8.4. Dealing with Uncertainty in Decision Making
 - 14.8.5. Planning and Cost Analysis for Competitive Advantage

Module 15. Advanced Accounting I

- 15.1. Incorporation of Companies
 - 15.1.1. Introduction to Corporate Accounting
 - 15.1.2. Capital Stock
 - 15.1.2.1. Monetary Contributions
 - 15.1.2.2. Non-Monetary Contributions
 - 15.1.3. Limited Company Formation
 - 15.1.3.1. Formation by Simultaneous Foundation or by Agreement
 - 15.1.3.2. Formation by Successive Formation or by Public Subscription
- 15.2. Treasury Stock
 - 15.2.1. Concept of Treasury Stock
 - 15.2.2. Treasury Stock Acquisition
 - 15.2.3. Treasury Stock Disposal
 - 15.2.4. Treasury Stock Depreciation

- 15.3. Property, Plant and Equipment
 - 15.3.1. Introduction to Property, Plant and Equipment
 - 15.3.2. Initial Valuation of Property, Plant and Equipment
 - 15.3.2.1. Acquisition Price
 - 15.3.2.2. Production Costs
 - 15.3.2.3. Swaps
 - 15.3.2.4. Non-Monetary Contributions
 - 15.3.3. Posterior Valuation of Property, Plant and Equipment
 - 15.3.3.1. Amortization
 - 15.3.3.2. Impairment
 - 15.3.4. Disposal of Property, Plant and Equipment
- 15.4. Corporate Income Tax - CIT I
 - 15.4.1. Corporate Income Tax and Accounts
 - 15.4.2. Current Tax on Assets and Liabilities
 - 15.4.3. Deferred Tax on Assets and Liabilities
 - 15.4.4. Valuation of Current and Deferred Tax on Assets and Liabilities
- 15.5. Corporate Income Tax - CIT II
 - 15.5.1. Tax Loss Carryforwards
 - 15.5.2. Corporate Income Tax Adjustments
 - 15.5.2.1. Permanent Differences
 - 15.5.2.2. Temporary Differences
- 15.6. Financing I
 - 15.6.1. Introduction to Corporate Financing
 - 15.6.4. Capital Subsidies for SMEs
- 15.7. Financing II
 - 15.7.1. Provisions

- 15.7.2. Long-Term Debt
 - 15.7.2.1. Long-Term Debt with Special Characteristics
 - 15.7.2.2. Long-Term Debt with Related Parties
 - 15.7.2.3. Long-Term Debt due to Received Loans, Borrowings and Other Concepts
- 15.7.4. Transitory Financing Situations
- 15.8. Financial Accounts I
 - 15.8.1. Borrowings, Debt with Special Features and Other Similar Short-Term Issuances
 - 15.8.2. Short-Term Debt with Related Parties
 - 15.8.3. Short-Term Debt for Received Loans and Other Concepts
 - 15.8.4. Short-Term Financial Investments with Related Parties

Module 16. Management Accounting in Decision Making

- 16.1. Conceptual Foundations
 - 16.1.1. Analytical Accounting: Concept, Evolution and Field of Study
 - 16.1.2. Objectives and Users
 - 16.1.3. Relations and Differences between Cost Accounting and Financial Accounting
- 16.2. Cost: Basic Concepts
 - 16.2.1. The Concept of Cost and Its Constituent Elements
 - 16.2.2. Relativity of Cost Figures
 - 16.2.3. Cost Accounting Process: The Cost-Asset-Profit Connection
 - 16.2.4. The Concept of Expense and its Relation to the Cost
- 16.3. Basic Cost Accumulation Models and Results
 - 16.3.1. Cost Accounting Process: Identification, Accrual, Classification and Location of Components
 - 16.3.2. Activity Analysis as the Basis for Generating Costs
 - 16.3.3. Cost-Activity-Production Connection. The Problem of Indirect Costs
 - 16.3.4. Structure of the Basic Accumulation Model: Analysis by Functions
 - 16.3.5. Concept and Objectives of the Classification of Costs by Functions
 - 16.3.5.1. Main Functions that Comprise the Company's Operations and Criteria to Define and Allocate Costs
 - 16.3.5.2. Cost Allocation at Full Industrial Cost
 - 16.3.6. Income Statement by Functions: Concept and Structure
- 16.4. Warehouse Valuation
 - 16.4.1. Inventories
 - 16.4.2. Valuation Methods
- 16.5. Ongoing and Lost Production
 - 16.5.1. Valuation of Work-in-Process Stocks
 - 16.5.2. Valuation of Opening Stocks of Work in Progress
 - 16.5.3. Valuation of Lost Production
- 16.6. Multiphase Production System
 - 16.6.1. Introduction
 - 16.6.2. Semi-Finished Products
 - 16.6.3. Multiphase Production Models
 - 16.6.4. Multiphase Serial Production
 - 16.6.5. Parallel Multiphase Production
- 16.7. Variable Cost Model
 - 16.7.1. Conceptual Foundations
 - 16.7.2. Cost Accruals and Income Statement Structure
 - 16.7.3. Contribution Margin as Profitability Analysis and Decision-Making Tool
 - 16.7.4. Cost Localization and Analysis by Plant within the Variable Cost Model Framework
 - 16.7.5. Direct Costing and Cost-Volume-Profit Analysis: Basic Cost-Volume-Profit Analysis Model
 - 16.7.6. Determining the Breakeven Point
 - 16.7.7. Variable Cost Model Limitations
- 16.8. Decision Making under Variable Costs
 - 16.8.1. Activity and Capacity, Basic Concepts in Management Analyze and Control
 - 16.8.2. Cost Behavior and Variations in Activity Levels: Fixed and Variable Costs
 - 16.8.3. Applying Direct Costing to Pricing and Product Decisions
 - 16.8.4. The Use of Nameplate Capacity as a Conditioning Framework for Business Decisions: Decision Criteria in Low Occupancy and High Occupancy Situations
 - 16.8.5. Decisions on Manufacturing, Outsourcing or Purchasing
 - 16.8.6. Decisions on Whether to Continue Processing the Product or Sell it at a Lower Level of Processing
 - 16.8.7. Decisions on Acceptance or Rejection of Special Orders

- 16.9. Standard Cost Model
 - 16.9.1. Deviations
 - 16.9.1.1. Direct Cost Variances
 - 16.9.1.2. Indirect Cost Variances
- 16.10. Cost Model based on Rational Allocation
 - 16.10.1. Nameplate Capacity Utilization as an Efficiency Factor: Capacity Utilization and Idle Capacity: Its Impact on Costs
 - 16.10.2. Under-Activity Costs
 - 16.10.3. Rational Allocation Method for Cost Allocation
 - 16.10.3.1. Conceptual Foundations
 - 16.10.3.2. Cost Allocation
 - 16.10.3.3. Income Statement Structure
 - 16.10.4. Analysis and Management Control Method Contributions

Module 17. Advanced Accounting II

- 17.1. Financial Accounts II
 - 17.1.1. Other Temporary Financial Investments
 - 17.1.2. Other Non-Bank Accounts
 - 17.1.3. Short Term Received Deposits and Guarantees and Periodization Adjustments
 - 17.1.4. Treasury
 - 17.1.5. Non-Current Assets Held for Sale and Associated Assets and Liabilities
 - 17.1.6. Impairment of Short-Term Financial Investments
- 17.2. Business Combination I
 - 17.2.1. Introduction to Business Combination
 - 17.2.2. Business Combinations Classification
 - 17.2.3. Acquisition Method
 - 17.2.3.1. Acquiring Company Determination
 - 17.2.3.2. Identifying Acquisition Dates
 - 17.2.3.3. Business Combination Cost
 - 17.2.3.4. Goodwill or Negative Goodwill Recognition
 - 17.2.4. Provisional Accounting
 - 17.2.5. Business Combinations in Stages

- 17.3. Business Combination II
 - 17.3.1. Concept of Company Mergers and Types
 - 17.3.2. Merger Projects
 - 17.3.3. Merger Balance Sheets
 - 17.3.4. Merger Approval
 - 17.3.5. Formalizing and Registering Merger Agreements
 - 17.3.6. Merger Effects
 - 17.3.7. Merger Types
 - 17.3.7.1. Direct Mergers
 - 17.3.7.2. Indirect Mergers
 - 17.3.7.3. Merger Stages
 - 17.3.7.4. Twin Mergers
 - 17.3.7.5. Reverse Mergers
- 17.4. Business Combination III
 - 17.4.1. Concept of Company Divisions
 - 17.4.2. Legal Regime Governing Divisions
 - 17.4.3. Division Effects
 - 17.4.4. Division Types
 - 17.4.4.1. Total Divisions
 - 17.4.4.2. Partial Divisions
- 17.5. Business Combination IV
 - 17.5.1. Concept of Corporate Segregation
 - 17.5.2. Partial Segregation
- 17.6. Insolvency Proceedings
 - 17.6.1. Concept of Insolvency Proceedings
 - 17.6.2. Types of Insolvency Proceedings
 - 17.6.3. Insolvency Administration
 - 17.6.4. Consequences of Declaring Bankruptcy
 - 17.6.5. Accounting Scheme
- 17.7. Introduction to Reviewing Annual Accounts
 - 17.7.1. Annual Accounts
 - 17.7.2. Concept of Auditing
 - 17.7.3. Objectives of Reviewing Annual Accounts

- 17.8. Parties Involved in Reviewing Annual Accounts
 - 17.8.1. Entities Obligated to Submit to Annual Account Audits
 - 17.8.2. Auditors
 - 17.8.2.1. Auditing Requirements for the Exercise of the Audit
 - 17.8.2.2. Auditor Liability
 - 17.8.2.3. Auditor Obligations
 - 17.8.2.3.1. Obligation of Independence
 - 17.8.2.3.2. Obligation of Preservation and Custody
 - 17.8.2.3.3. Obligation of Secrecy
 - 17.8.2.3.4. Obligation of Skepticism and Professional Judgment
- 17.9. Annual Accounts Audit Report
 - 17.9.1. Audit Report Structure
 - 17.9.1.1. Basic Elements in the Annual Accounts Audit Report
 - 17.9.2. Other Aspects
 - 17.9.3. Audit Report Model

Module 18. Accounting and Taxation

- 18.1. Accounting Treatment of Stock Purchases and Sales
 - 18.1.1. Rules for Inventory Recording and Valuation
 - 18.1.2. Methods of Assigning Inventory Value
 - 18.1.3. Inventory Expenses and Income Accounts
 - 18.1.4. Inventory Valuation and Valuation Adjustments
- 18.2. Accounting Treatment of Trade Payables and Receivables
 - 18.2.1. Rules for Recording and Valuating Financial Instruments
 - 18.2.2. Current Operations
 - 18.2.3. Commercial Transactions with Deferral Interest: Factoring
 - 18.2.4. Foreign Currency Operations
 - 18.2.5. Personnel and General Government Accounts
 - 18.2.6. Accruals and Deferrals
 - 18.2.7. Valuation Adjustments

- 18.3. Accounting Treatment of Non-Financial Fixed Assets
 - 18.3.1. Non-Financial Fixed Assets Recording and Valuation Rules
 - 18.3.2. Fixed Assets under Construction
 - 18.3.3. Real Estate Investments
 - 18.3.4. Intangible Fixed Assets
 - 18.3.5. Valuation Adjustments
 - 18.3.6. Assets Held for Sale
 - 18.3.7. Financial Leasing
- 18.4. Accounting Treatment of Financial Instruments
 - 18.4.1. Rules for Recording and Valuating Financial Instruments
 - 18.4.2. Financial Instruments Classification
 - 18.4.2.1. Held-to-Maturity Investments
 - 18.4.2.2. Financial Assets Held for Trading
 - 18.4.2.3. Available-for-Sale Financial Assets
 - 18.4.2.4. Investments in the Equity of Group, Multi-Group and Associated Companies
 - 18.4.2.5. Non-Trade Receivables
 - 18.4.2.6. Credits, Loans and Other Payables
 - 18.4.2.7. Borrowings and Other Similar Issuances
 - 18.4.2.8. Financial Liabilities Held for Trading
 - 18.4.3. Bonds, Deposits and Other Non-Bank Accounts
 - 18.4.4. Accruals and Deferrals
- 18.5. Accounting Treatment of Shareholder Equity, Subsidies and Provisions
 - 18.5.1. Own Financing Sources
 - 18.5.2. Equity Instruments
 - 18.5.3. Grants, Donations and Legacies
 - 18.5.4. Provisions and Payments Based on Equity Instruments

- 18.6. Accounting Treatment of Expenses, Income and Operations Derived from the End of the Financial Year
 - 18.6.1. Accounting Treatment of Expenses
 - 18.6.1.1. Inventory Purchases
 - 18.6.1.2. Outside Services
 - 18.6.1.3. Taxes
 - 18.6.1.4. Personnel Expenses
 - 18.6.1.5. Other Management Expenses
 - 18.6.1.6. Financial Expenses
 - 18.6.1.7. Losses from Non-Current Assets and Exceptional Expenses
 - 18.6.2. Accounting Treatment of Income
 - 18.6.2.1. Inventory Sales
 - 18.6.2.2. Work Performed on Behalf of the Company
 - 18.6.2.3. Grants, Donations and Legacies
 - 18.6.2.4. Other Management Income
 - 18.6.2.5. Financial Income
 - 18.6.2.6. Benefits from Non-Current Assets and Income
 - 18.6.3. Transactions Arising from the End of the Fiscal Year
 - 18.6.3.1. Inventory Changes
 - 18.6.3.2. Amortization
 - 18.6.3.3. Impairment Losses and Other Provisions
 - 18.6.3.4. Reversing Impairment and Excess Provisions
- 18.7. Corporate Income Tax
 - 18.7.1. Applicable Regulations
 - 18.7.2. Differences Between Accounting and Tax Results
 - 18.7.2.1. Amortization
 - 18.7.2.2. Financial Leasing
 - 18.7.2.3. Value Adjustments for Impairment and Provisions
 - 18.7.2.4. Non-Deductible Expenses
 - 18.7.3. Tax Debt. Deductions and Allowances
 - 18.7.4. Account Withholdings and Payments
 - 18.7.5. Small Tax Incentives





- 18.8. Personal Income Tax
 - 18.8.1. Applicable Regulations
 - 18.8.2. General Concepts
 - 18.8.2.1. Income Types
 - 18.8.2.2. Non-Subject and Exempt Income
 - 18.8.3. Income Types
 - 18.8.3.1. Income from Work
 - 18.8.3.2. Income from Real Estate Capital
 - 18.8.3.3. Income from Movable Capital
 - 18.8.3.4. Income from Economic Activities
 - 18.8.3.5. Capital Gains and Losses
 - 18.8.3.6. Income Imputation
 - 18.8.3.7. Tax Assessment
 - 18.8.3.7.1. Taxable Income
 - 18.8.3.7.2. Personal and Family Minimum
 - 18.8.3.7.3. Total Tax Quota
 - 18.8.3.7.4. Net Tax Quota Quota Difference

Module 19. Analysis of Economic-Financial Statements

- 19.1. Accounting Information Contained in Financial Statements
 - 19.1.1. General Objectives of Accounting Information
 - 19.1.2. Balance Sheets: Nature, Meaning and Components
 - 19.1.3. The Income Statement: Nature, Meaning and Components
 - 19.1.4. Statement of Changes in Equity: Meaning and Components
 - 19.1.5. The Statement of Cash Flows: Meaning and Components
- 19.2. Economic and Financial Analysis Techniques
 - 19.2.1. Economic-Financial Analysis Objectives
 - 19.2.2. Methods of Analysis
 - 19.2.3. Economic and Financial Analysis
 - 19.2.4. Financial Classification of Balance Sheets
 - 19.2.5. Economic Structure of Income Statements
- 19.3. Short-Term Financial Situation Analysis I

- 19.3.1. Short Term Equilibrium
- 19.3.2. Working Capital
- 19.3.3. Average Maturity Period or Operating Cycle
- 19.3.4. Necessary Working Capital
- 19.4. Short Term Financial Situation Analysis II
 - 19.4.1. Ratios: Concept and Meaning
 - 19.4.2. Main Ratios Used in Financial Statements Analysis: Solvency and Liquidity
 - 19.4.3. Turnover Ratios of Working Capital Components
- 19.5. Long-Term Financial Situation Analysis I
 - 19.5.1. Economic and Financial Structure: Assets, Liabilities and Net Worth
 - 19.5.2. Ratio of Liabilities to Net Assets
 - 19.5.3. Collateral and Indebtedness
 - 19.5.4. Leverage Effect
- 19.6. Long-Term Financial Situation Analysis II
 - 19.6.1. Benefit Generation Analysis
 - 19.6.2. Funds Generation Analysis
- 19.7. Economic Situation Analysis: Profitability
 - 19.7.1. Return on Investment (ROI) and Components
 - 19.7.2. Financial Return on Equity (ROE)
 - 19.7.3. Shareholder Return
- 19.8. Application of ROA and ROE Concepts: The Weighted Average Cost of Capital
 - 19.8.1. The Weighted Average Cost of Capital
 - 19.8.2. Factors that Determine the Cost of Capital
 - 19.8.3. Cost of Capital Calculation
 - 19.8.4. Determining the Cost of Each Financial Source
- 19.9. Quantifying Financial and Economic Effects of Investment and Financing Decisions
 - 19.9.1. Approaching the Question by Way of Example
 - 19.9.2. Financial Leverage
 - 19.9.3. Financial Structure
- 19.10. Overall Financial Statement Analysis: Case Study

Module 20. Financial Instruments Management Analysis

- 20.1. Introduction to the Financial System and Institutions
 - 20.1.1. General Matters
 - 20.1.2. Financial System Organization
 - 20.1.3. Financial Institutions
 - 20.1.4. Financial Markets
 - 20.1.5. Financial Assets
- 20.2. Short-Term Public Debt
 - 20.2.1. Introduction
 - 20.2.2. Treasury Bills: Definition and Characteristics
 - 20.2.3. Treasury Bills: Issuance Type
 - 20.2.4. Secondary Market for Treasury Bills
- 20.3. Long-Term Public Debt
 - 20.3.1. Introduction
 - 20.3.2. Bonds and Debentures: Issuance Type
- 20.4. Short-Term Corporate Debt
 - 20.4.1. Introduction
 - 20.4.2. Promissory Notes and Other Short Term Corporate Assets: Definition and Characteristics
 - 20.4.3. Promissory Notes: Issuance Type
 - 20.4.4. Secondary Markets for Promissory Notes
- 20.5. Long-Term Corporate Debt
 - 20.5.1. Introduction
 - 20.5.2. Corporate Bonds and Debentures: Definition and Characteristics
 - 20.5.3. Corporate Bonds and Debentures: Issuance Type
 - 20.5.4. Secondary Markets for Corporate Debt
- 20.6. Equities: Actions
 - 20.6.1. Introduction
 - 20.6.2. What are Stocks?
 - 20.6.3. Options Valuation
 - 20.6.4. Official Market Surveillance and Supervision

- 20.6.5. Investment Services Companies
- 20.6.6. Public Share Offerings: Takeover Bid, Public Employment Offer (OEP), Public Subscription Offer (OPS), Initial Public Offering (IPO)
- 20.6.7. Market Credit Operations
- 20.7. Foreign Exchange
 - 20.7.1. Introduction to Foreign Exchange
 - 20.7.2. The Exchange Rate
 - 20.7.3. Factors Affecting the Exchange Rate
 - 20.7.4. Foreign Exchange Transactions
 - 20.7.5. Characteristics of the Foreign Exchange Market
- 20.8. Derivative Instruments: Forwards and Futures
 - 20.8.1. Introduction to Derivatives
 - 20.8.2. Forwards. Definition and Strategies
 - 20.8.3. Futures. Definition and Strategies
 - 20.8.4. Examples of Forwards and Futures
- 20.9. Derivative Instruments: Options
 - 20.9.1. Introduction to Options
 - 20.9.2. Basic Positions with Options
 - 20.9.3. Intrinsic Value and Time Value in Options
 - 20.9.4. Examples of Options Transactions
- 20.10. Derivative Instruments: Swaps
 - 20.10.1. Introduction to Swaps
 - 20.10.2. Features of Swap Transactions
 - 20.10.3. Types of Swaps
 - 20.10.4. Examples of Swaps Transactions

Module 21. Business Combinations and Business Valuation

- 21.1. Strategic Rationale for the Acquisition and Valuation of a Company
 - 21.1.1. Reasons to Value a Company: The Sale and Purchase Process as a Tool for Growth
 - 21.1.2. Leveraged Financing: Venture Capital, Private Equity, Family Offices
 - 21.1.3. Transaction Types, Buy Out: LBO, MBO, MBI and BIMBO
 - 21.1.4. Key Aspects in Mergers and Acquisitions Processes
 - 21.1.5. New Forms of Private Equity Investment, Crowdfunding
- 21.2. Market Assessment Methodology
 - 21.2.1. Valuation Multiples of Listed Companies
 - 21.2.2. Valuation by Multiples of Private Transactions Versus Listed Markets: The Illiquidity Premium
 - 21.2.3. Analytical Formulas for Multiples
 - 21.2.4. Case Studies
- 21.3. Discounted Cash Flow (DCF) Methodology
 - 21.3.1. Discounted Free Cash Flow Method
 - 21.3.2. Free Cash Flows
 - 21.3.3. Net Investment Rate (NIR)
 - 21.3.4. Residual Value
 - 21.3.5. Discount Rate, Weighted Average Cost of Capital (WACC)
 - 21.3.6. Company Value
 - 21.3.7. Calculating Net Financial Debt, Contingent Liabilities and Share Value
 - 21.3.8. Case Studies
- 21.4. A Deeper Vision: Company Modeling to Value
 - 21.4.1. Accounting Information Analysis, Trend Calculation: TAC's and Averages: Identification of Value Drivers
 - 21.4.2. Revenue Projections by Business Line, Direct and Indirect costs
 - 21.4.3. Projections of EBITDA, Based on Historical Data, Market Trends and the Company's Strategic Plan
 - 21.4.4. Depreciation Scenarios and Investment Needs
 - 21.4.5. Calculating the Historical Average Maturity Period
 - 21.4.6. Necessary Calculation of Capital
 - 21.4.7. Free Cash Flow, Debt Cash Flow and Shareholder's Cash Flow
 - 21.4.8. Balance Sheet Projections
- 21.5. Analysis and Inclusion of Risk in Sale and Purchase Transactions
 - 21.5.1. A More Comprehensive View of the Weighted Average Cost of Capital
 - 21.5.2. The Cost of Borrowed Capital
 - 21.5.3. The Cost of In-House Resources, Dividend Methodology
 - 21.5.4. CAPM to Calculate Cost of Capital for Listed Companies
 - 21.5.5. Calculating Beta for Unlisted Companies from Listed Company Data
 - 21.5.6. CAPM for Unlisted Companies: Size Premiums and Illiquidity Premiums
 - 21.5.7. Case Studies

- 21.6. Uncertainty and Risk, the Inclusion of Randomness
 - 21.6.1. Scenario Creation, Calculation and Using Volatility to Create Value Intervals
 - 21.6.2. Monte Carlo Simulation
 - 21.6.3. Sensitivity Analysis
 - 21.6.4. Price vs. Value: The Value of Synergies. Risk Reduction through Payment Method
 - 21.6.5. Case Studies
- 21.7. Two Solved Integrated Case Studies
 - 21.7.1. Valuation of a Company in the Service Sector
 - 21.7.2. Valuation of a Production Company
- 21.8. Other Assessment Methodology
 - 21.8.1. Equity Methodology
 - 21.8.2. EVA Methodology
- 21.9. Business Combinations in Financial Statements
 - 21.9.1. IFRS 3, IFRS 13, IAS 38
 - 21.9.2. Money Market Fund
 - 21.9.3. Recognition of Other Intangible Assets
- 21.10. Valuation of Intangible Assets
 - 21.10.1. The Brand as a Leading Intangible Asset, Other Intangible Assets that Constitute the Value of a Company: Multiple-Period Excess Earnings Method
 - 21.10.2. Methods to Calculate Brand Value
 - 21.10.2.1. The Royalty Method
 - 21.10.2.2. Interbrand Method

Module 22. Financial Statement Consolidation

- 22.1. Accounting Consolidation. Introduction
 - 22.1.1. Introduction
 - 22.1.1.1. Concept of Consolidation
 - 22.1.1.2. Regulations to Prepare Consolidated Financial Statements
 - 22.1.2. Subject to Consolidation
 - 22.1.3. Obligation to Consolidate
 - 22.1.4. Consolidation Methods

- 22.2. Global Integration Method. Part I
 - 22.2.1. Introduction
 - 22.2.2. Homogenizations
 - 22.2.3. Aggregations and Acquisition Method
 - 22.2.4. Eliminations
- 22.3. Global Integration Method. Part II
 - 22.3.1. Introduction
 - 22.3.2. Scenario 1: Change in Investment without Change in Percentage of Ownership, Modification of the Participation
 - 22.3.3. Scenario 2: Variations in the Percentage of Ownership without Loss of Control
 - 22.3.3.1. Increase in the Percentage of Ownership without Loss of Control
 - 22.3.3.2. Decrease in the Percentage of Ownership without Loss of Control
 - 22.3.4. Scenario 3: Decrease in the Percentage of Ownership Resulting in Loss of Control
 - 22.3.5. Special Cases and Exceptions to the Acquisition Method
- 22.4. Global Integration Method. Part III
 - 22.4.1. Introduction
 - 22.4.2. Individual Cases
 - 22.4.2.1. Indirect Participation
 - 22.4.2.2. Reverse Acquisitions
 - 22.4.2.3. Other Acquisitions
- 22.5. Global Integration Method. Part IV
 - 22.5.1. Introduction
 - 22.5.2. Eliminating Intragroup Items and Income
 - 22.5.3. Non-Financial Intragroup Transactions
- 22.6. Global Integration Method. Part V
 - 22.6.1. Introduction
 - 22.6.2. Non-Asset Eliminations.
 - 22.6.3. Financial Intragroup Transactions.

- 22.7. Equity Method
 - 22.7.1. Introduction. Description of the Procedure
 - 22.7.2. Valuation by the Equity Method in Subsequent Years
 - 22.7.3. Intragroup Transactions between Companies Accounted by the Equity Method and Group Companies
 - 22.7.4. Modification of the Participation
 - 22.7.5. Impairment Losses and Loss of Associated Multigroup Status
- 22.8. Proportional Integration Method
 - 22.8.1. Definition and Applicable Criteria
 - 22.8.2. Non-Monetary Contributions
 - 22.8.3. Joint Ventures Held for Sale
 - 22.8.4. Others
 - 22.8.5. Investments and Divestment in Jointly Controlled Entities
 - 22.8.6. Holdings Prior to being Considered a Multigroup Entity
 - 22.8.7. Loss of Multigroup Status
 - 22.8.8. Termination of the Joint Control Relationship
- 22.9. Other Rules Applicable to Consolidation
 - 22.9.1. Introduction
 - 22.9.2. Other Rules Applicable to Consolidation
- 22.10. Consolidated Annual Accounts
 - 22.10.1. Introduction
 - 22.10.2. General Rules for Consolidated Financial Statements
 - 22.10.3. Consolidated Balance Sheets
 - 22.10.4. Consolidated P&L Account
 - 22.10.5. Consolidated Statement of Changes in Shareholders' Equity
 - 22.10.6. Consolidated Statement of Cash Flows
 - 22.10.7. The Consolidated Report

Module 23. Financial-Accounting Planning for Business Decisions

- 23.1. Economic-Financial Planning in the Company
 - 23.1.1. The Importance of Economic-Financial Planning
 - 23.1.2. General Considerations on Business Strategy
 - 23.1.3. The Role of Budgets in Planning
 - 23.1.4. Company Control Centers and Areas of Responsibility
- 23.2. Budget Structure and Process
 - 23.2.1. Company Master Budgets
 - 23.2.1.1. Operating Budgets
 - 23.2.1.2. Investment/Disinvestment Budgets
 - 23.2.2. Treasury Budget
 - 23.2.3. Classification and Budgeting Techniques
 - 23.2.3.1. Zero-Based Budgets
 - 23.2.3.2. Activity-Based Budgets
 - 23.2.3.3. Flexible Budgets
 - 23.2.4. Mistakes to Avoid in Budgeting Processes
- 23.3. Steps to Prepare Operating Budgets I
 - 23.3.1. Income Budgets
 - 23.3.2. Production Budgets
 - 23.3.2.1. Stock Determination
 - 23.3.2.2. Purchasing Budgets
 - 23.3.2.3. MOD
- 23.4. Steps to Prepare Operating Budgets II
 - 23.4.1. Distribution Budgets
 - 23.4.2. Commercial Budgets
 - 23.4.3. Overhead Budgets
- 23.5. Capital Budget
 - 23.5.1. Capital Budgeting from an Accounting Perspective
 - 23.5.2. Jobs
 - 23.5.2.1. Investment Expenses
 - 23.5.2.2. Net Current Capital Requirements
 - 23.5.2.3. Financial Depreciation

- 23.5.3. Financial Resources
 - 23.5.3.1. Self-Financing
 - 23.5.3.2. External Financing
 - 23.5.3.3. Extraordinary Resources
- 23.6. The Treasury's Budget
 - 23.6.1. Operating Cash Flow Statements
 - 23.6.2. Investment/Divestment Cash Flow Statements
 - 23.6.3. Cash Flows from Financing Activities Statements
- 23.7. Preparing Interim Financial Statements
 - 23.7.1. Interim Profit and Loss Accounts
 - 23.7.2. Pension Balance Sheet
 - 23.7.3. Cash Flow Statements
- 23.8. Instruments and Tools for Operational Budgetary Control Analysis
 - 23.8.1. Using Flexible Budgeting for Variance Calculation
 - 23.8.2. Calculating Variances for Volume, Price and Line-Item Efficiency
 - 23.8.3. Calculating Standard Costs and Budgeted Rates
- 23.9. Operating Budgetary Control Using Case Studies
 - 23.9.1. Sales Budget Variances
 - 23.9.2. Variances in Direct Costs
 - 23.9.3. Indirect Costs Budget Variances
 - 23.9.4. Fixed Indirect Cost Budget Variances
 - 23.9.5. Interpreting Variances
- 23.10. The Company's Budget and Balanced Scorecards
 - 23.10.1. General Considerations on Business Strategy
 - 23.10.2. What Are Balanced Scorecards?
 - 23.10.3. Preparing Balanced Scoreboards and Main Indicators

Module 24. Startups Creation and Financing

- 24.1. Creation of a Startup
 - 24.1.1. From the Idea to the Business Model
 - 24.1.2. Partners
 - 24.1.3. Legal Considerations
 - 24.1.4. Organization and Culture
 - 24.1.5. Venture Capital and Entrepreneurial Management



- 24.2. Startup Financial Management and Administration
 - 24.2.1. Introduction to Financial Management in Startup Companies
 - 24.2.2. Financial Metrics for Startups
 - 24.2.3. Financial Planning: Projection Models and their Interpretation
 - 24.2.4. Valuation Methods
 - 24.2.5. Legal Aspects
- 24.3. The Business Plan
 - 24.3.1. Content
 - 24.3.2. Introduction
 - 24.3.3. SWOT
 - 24.3.4. The Canvas Model
- 24.4. Growth Phases in Startup Companies
 - 24.4.1. Seed Phase
 - 24.4.2. Startup Phase
 - 24.4.3. Growth Phase
 - 24.4.4. Consolidation Phase
- 24.5. Financing Startups
 - 24.5.1. Bank Financing
 - 24.5.2. Subsidies
 - 24.5.3. Seed Capital and Accelerators. Business Angels
 - 24.5.4. Venture Capital. IPO
 - 24.5.5. Public to Private Partnership

Module 25. International Regulations

- 25.1. International Accounting Architecture. Conceptual Framework
 - 25.1.1. General Characteristics
 - 25.1.2. General Purpose Financial Information Objective
 - 25.1.3. Qualitative Features of Useful Financial Information
 - 25.1.4. Financial Statements Components
- 25.2. Presenting Financial Statements (IAS 1, IFRS 1)
 - 25.2.1. Introduction: Object, Scope
 - 25.2.2. Definitions
 - 25.2.3. Financial Statements
 - 25.2.4. Structure and Content

- 25.3. Statement of Cash Flows from Operations (IAS 7)
 - 25.3.1. Introduction: Object, Scope
 - 25.3.2. Presentation of a Statement of Cash Flows
 - 25.3.3. Information on Cash Flows from Operating Activities
 - 25.3.4. Reporting Cash Flows from Investing and Financing Activities
- 25.4. Inventories (IAS 2)
 - 25.4.1. Introduction: Object, Scope
 - 25.4.2. Definitions
 - 25.4.3. Inventory Measurement
 - 25.4.4. Recognition as an Expense
- 25.5. Property, Plant and Equipment (IAS 16)
 - 25.5.1. Objective
 - 25.5.2. Scope
 - 25.5.3. Definitions
 - 25.5.4. Assessment
 - 25.5.5. Measurement at Recognition
 - 25.5.6. Measurement Subsequent to Recognition
 - 25.5.7. Derecognition
- 25.6. Investment Properties (IAS 40)
 - 25.6.1. Classification of Properties as Investment Properties
 - 25.6.2. Measurement at Recognition
 - 25.6.3. Measurement Subsequent to Recognition
 - 25.6.4. Derecognition
- 25.7. Intangible Assets (IAS 38)
 - 25.7.1. Recognition as Expense
 - 25.7.2. Measurement Subsequent to Recognition
 - 25.7.3. Service Life
 - 25.7.4. Intangible Assets with Finite Lifespans
 - 25.7.5. Intangible Assets with Indefinite Lifespans
- 25.8. Borrowing Costs (Interest) (IAS 23)
 - 25.8.1. Borrowing Costs Subject to Capitalization
 - 25.8.2. Commencement of Capitalization
 - 25.8.3. Suspension of Capitalization

- 25.9. Assets Impairment (IAS 36)
 - 25.9.1. Identifying Potentially Impaired Assets
 - 25.9.2. Recoverable Amount Measurement
 - 25.9.3. Recognition and Measurement of Impairment Loss
 - 25.9.4. Cash-Generating Units
 - 25.9.5. Reversing Impairment Loss
- 25.10. Operating Segments (IFRS 8)
 - 25.10.1. Basic Principle
 - 25.10.2. Scope
 - 25.10.3. Operating Segments
 - 25.10.4. Reportable Segments

Module 26. International Finance

- 26.1. Business and International Strategy
 - 26.1.1. Internationalization
 - 26.1.2. Globalization
 - 26.1.3. Growth & Development in Emerging Markets
 - 26.1.4. International Monetary System
- 26.2. Foreign Exchange Market
 - 26.2.1. Foreign Exchange Transactions
 - 26.2.2. The Forward Foreign Exchange Market
 - 26.2.3. Derivative Instruments for Hedging Exchange Rate and Interest Rate Risks
 - 26.2.4. Currency Appreciation and Depreciation
- 26.3. International Payment and Collection Methods
 - 26.3.1. Bills, Personal Check and Bank Check
 - 26.3.2. Transfer, Payment Order and Remittance
 - 26.3.3. Documentary Clauses and Credits
 - 26.3.4. Factoring, International Swap and Other Means
- 26.4. Financing Operations in International Markets
 - 26.4.1. Incoterms
 - 26.4.2. Derivative Instruments to Hedge Possible Fluctuations in the Price of Raw Materials
 - 26.4.3. Export Credits With Official Support
 - 26.4.4. Hedging with Swap Contracts
 - 26.4.5. The OECD Consensus
- 26.5. International Financial Institutions
 - 26.5.1. The Fund for the Internationalization of the Company
 - 26.5.2. The World Bank Group
 - 26.5.3. The Inter-American Development Bank
 - 26.5.4. Caribbean Development Bank
- 26.6. Formation of Exchange Rates
 - 26.6.1. Interest Rate Parity Theory
 - 26.6.2. Theory of Exchange Rate Expectations
 - 26.6.3. Purchasing Power Parity (PPP) Theory
 - 26.6.4. Capital Market Balance
- 26.7. Debt Conversion Programs
 - 26.7.1. Legal Framework
 - 26.7.2. Operation
 - 26.7.3. Conversion of Debt into Public Investments
 - 26.7.4. Conversion of Debt into Private Investments
- 26.8. International Stock Market
 - 26.8.1. Wall Street Market (New York)
 - 26.8.2. Gold Market
 - 26.8.3. World External Debt
 - 26.8.4. Paris Club
 - 26.8.5. ADR and GDR Securities Market



“ You will be able to consult all your doubts directly with the teaching staff, resulting in a personalized tutoring to your own demands”

04 Teaching Objectives

Thanks to this Advanced Master's Degree, experts will be able to manage and optimize the financial resources of organizations through advanced accounting strategies. At the same time, they will acquire advanced skills such as financial analysis, strategic thinking, effective communication, the use of financial technology tools, leadership, negotiation and professional ethics. They will also be prepared to design robust accounting systems, advise on strategic financial decisions and ensure regulatory compliance, contributing to the growth and economic sustainability of companies.





“

You will learn to use technology tools and financial information systems that increase the accuracy of resource management"



General Objectives

- ♦ Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- ♦ Develop the key leadership skills that should define working professionals.
- ♦ Develop strategies to carry out decision-making in a complex and unstable environment
- ♦ Create corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives.
- ♦ Understand the best way to manage the company's human resources, getting greater performance from employees that, in turn, increases the company's profits.
- ♦ Understand the economic environment in which the company operates and develop appropriate strategies to anticipate changes
- ♦ Understand the logistic operations that are necessary in the business environment in order to develop an adequate management of these operations
- ♦ Be able to apply information and communication technologies to the different areas within a company
- ♦ Be able to develop all the phases of a business idea: design, feasibility plan, execution, monitoring...
- ♦ Develop competencies to design financial strategies aligned with the company's strategy





Specific Objectives

Module 1. Leadership, Ethics and Social Responsibility in Companies

- ♦ Develop ethical leadership skills that integrate principles of social responsibility into business decision making
- ♦ Gain skills in the implementation of social responsibility policies that generate a positive impact on the community and the environment

Module 2. Strategic Management and Executive Management

- ♦ Delve into the formulation and execution of effective business strategies
- ♦ Acquire skills in the management of executive teams to improve organizational performance

Module 3. People and Talent Management

- ♦ Delve into the effective management of human talent, focusing on the attraction, development and retention of key employees
- ♦ Be able to create and manage high-performance teams aligned with organizational objectives

Module 4. Economic and Financial Management

- ♦ Handle innovative tools for strategic financial decision making that optimizes resources and ensures the profitability of the company
- ♦ Learn to prepare and manage budgets, financial reports and the feasibility analysis of projects

Module 5. Operations and Logistics Management

- ♦ Develop skills in the planning, coordination and control of logistical operations within the supply chain
- ♦ Optimize operational processes and reduce costs associated with business logistics

Module 6. Information Systems Management

- ♦ Optimize the management of information systems to improve organizational efficiency
- ♦ Develop skills to make decisions about the implementation of information systems aligned with business objectives

Module 7. Commercial Management, Strategic Marketing and Corporate Communications

- ♦ Learn how to create and execute commercial and marketing strategies that align the business offer with market demands
- ♦ Develop skills in the management of corporate communication to strengthen brand image

Module 8. Market Research, Advertising and Commercial Management

- ♦ Master the use of tools and methodologies to carry out market research that identifies business opportunities
- ♦ Manage effective advertising campaigns and make strategic decisions in commercial management

Module 9. Innovation and Project Management

- ♦ Foster the ability to manage innovative projects that add value and differentiate the company in the market
- ♦ Develop skills in the planning, execution and control of projects with a focus on innovation and sustainability

Module 10. Executive Management

- ♦ Acquire skills to lead management teams in dynamic and globalized business environments
- ♦ Learn to make strategic decisions that optimize resources and improve organizational performance

Module 11. Strategic Planning and Management Control

- ♦ Develop skills to design and implement organizational strategies
- ♦ Manage the planning and control of resources and processes to ensure alignment with the company's long-term objectives

Module 12. Financial Risk and Corporate Finance

- ♦ Gain skills in the identification, assessment and management of financial risks in companies
- ♦ Create strategies to mitigate these risks and optimize corporate financial decisions

Module 13. Feasibility of the Investment Projects

- ♦ Be able to assess the feasibility of investment projects, analyzing financial, economic and risk factors
- ♦ Use analytical tools such as net present value and internal rate of return

Module 14. Executive Accounting

- ♦ Develop skills in management accounting
- ♦ Interpret financial information to optimize strategic decision making in the management of an organization

Module 15. Advanced Accounting I

- ♦ Learn about the principles and advanced techniques of accounting
- ♦ Address topics such as the consolidation of financial statements, the valuation of assets and liabilities, and international accounting principles

Module 16. Management Accounting in Decision Making

- ♦ Provide management accounting tools to optimize business decision making
- ♦ Delve into planning, cost control and profitability analysis

Module 17. Advanced Accounting II

- ♦ Expand knowledge in advanced accounting, addressing aspects such as accounting for complex business decision making
- ♦ Delve into tax management and the consolidation of financial information at an international level

Module 18. Accounting and Taxation

- ♦ Delve into fiscal accounting, integrating tax management and fiscal aspects into the accounting and financial decision making of the organization
- ♦ Create clear and precise financial and fiscal reports, including the preparation of balance sheets



Module 19. Analysis of Economic-Financial Statements

- ♦ Develop the ability to analyze and interpret financial and economic statements, using tools such as horizontal and vertical analysis, financial ratios and profitability analysis
- ♦ Be able to assess the financial health of a company

Module 20. Financial Instruments Management Analysis

- ♦ Become skilled in the analysis and management of financial instruments such as shares, bonds and derivatives
- ♦ Make strategic decisions based on the performance of these assets in the market context

Module 21. Business Combinations and Business Valuation

- ♦ Acquire skills in company valuation and in the management of business combinations, such as mergers and acquisitions
- ♦ Master methodologies such as discounted cash flow and market comparables

Module 22. Financial Statement Consolidation

- ♦ Learn about the methods used to consolidate financial statements in business groups
- ♦ Address the treatment of intercompany transactions and the presentation of consolidated financial information

Module 23. Financial-Accounting Planning for Business Decisions

- ♦ Develop skills for the financial and accounting planning of the company, allowing the projection of financial statements and the assessment of investment options
- ♦ Facilitate strategic decision making

Module 24. Startups Creation and Financing

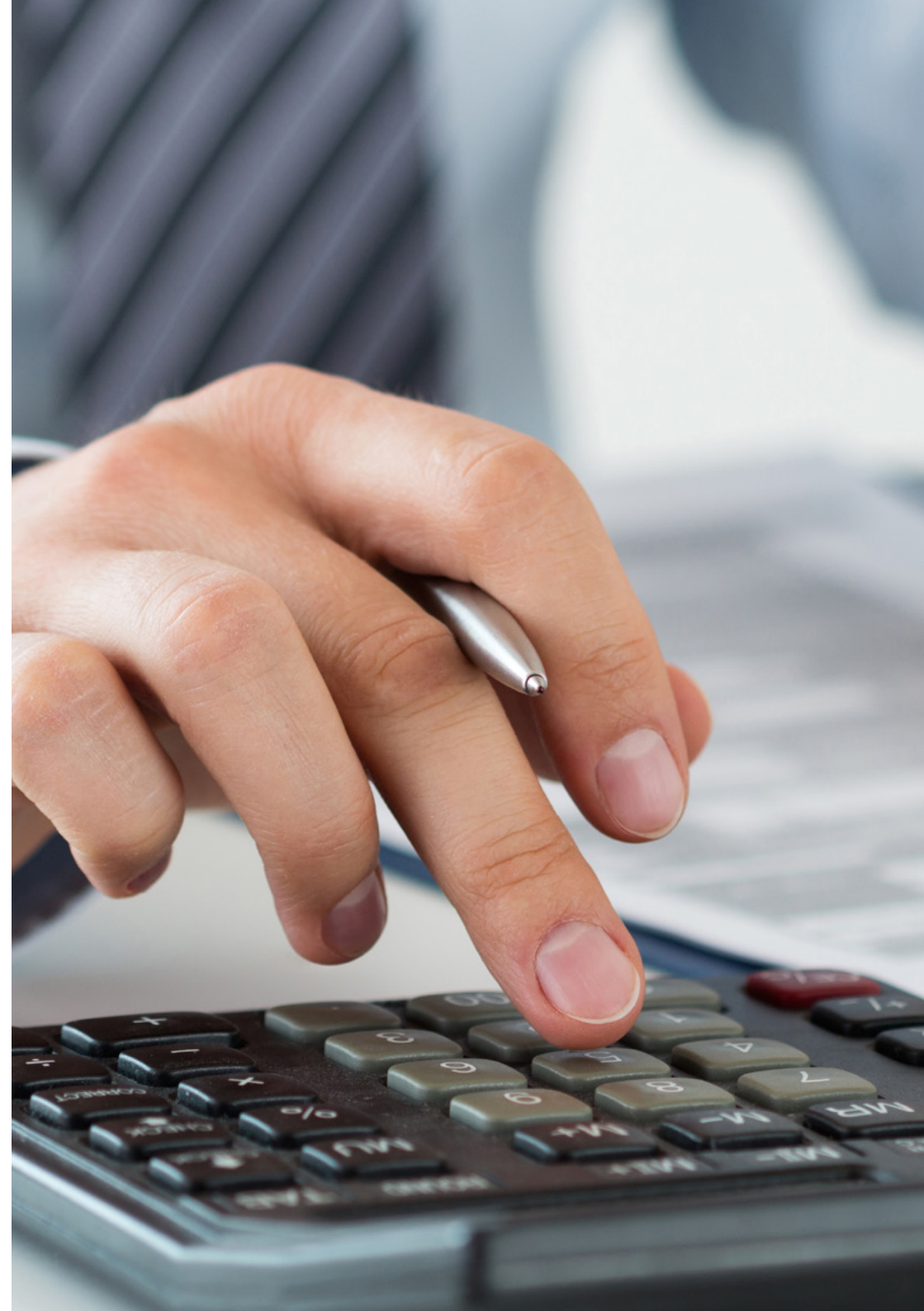
- ♦ Gain a deeper understanding of the creation, financing and financial management of start-ups
- ♦ Implement strategies to attract investors, manage cash flows and ensure the financial viability of new business projects

Module 25. International Regulations

- ♦ Provide an in-depth knowledge of international finance and accounting regulations, including international financial reporting standards
- ♦ Delve into global tax laws that affect business decisions

Module 26. International Finance

- ♦ Develop skills in financial management in a globalized context
Address foreign exchange risk management, international operations and financial strategies for companies operating in multiple countries and markets





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*Your path to excellence starts at TECH!
Thanks to the 100% online modality and
multimedia resources available 24 hours
a day, you will be able to balance your
studies with your professional life"*

05

Career Opportunities

After completing this Advanced Master's Degree, professionals will have a solid understanding of the most effective financial management strategies to address diverse organizational needs and complex financial challenges. At the same time, graduates will design and implement robust accounting systems that facilitate accurate financial reporting and informed strategic decision making. In this way, experts will significantly improve their career prospects and take on specialized roles such as Chief Financial Officer or Senior Accounting Manager.



“

You will work as a Chief Financial Officer, conducting exhaustive analyses to guarantee the institution's sustainability and economic growth”

Graduate Profile

Graduates of this university program are highly skilled professionals capable of managing and optimizing the financial resources of organizations. They have a deep knowledge of financial strategies, accounting analysis and the technological tools necessary to guarantee accuracy and efficiency in the preparation of financial reports. In addition, they are prepared to design and implement customized accounting systems, collaborate with multidisciplinary teams and advise on strategic decision making, promoting sustainable and effective financial management.

You will oversee daily accounting operations, ensuring the accuracy of financial records.

- ♦ **Effective Communication Skills:** Professionals develop skills to communicate financial information in a clear and comprehensible way, adapting their language and communication style to different audiences, such as managers, investors and work teams, thereby facilitating informed decision making.
- ♦ **Financial Analysis and Critical Thinking:** They have the ability to analyze complex financial data, identify trends and evaluate the economic performance of the organization. They use critical thinking to interpret information, detect possible risks and propose strategic solutions that optimize financial resources.
- ♦ **Leadership and Team Management:** They develop skills to lead and motivate multidisciplinary teams in the area. They foster a collaborative and results-oriented work environment, promoting the professional development of team members and ensuring the fulfillment of the organization's financial objectives.
- ♦ **Digital Competence and Financial Technology Management:** They handle advanced digital tools and platforms, such as accounting software, enterprise resource planning systems, and data analysis technologies.



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

- 1. Finance Director:** Leader responsible for the strategic financial planning of the company, overseeing the management of budgets, investments and financial analysis to guarantee the sustainability and economic growth of the organization
- 2. Accounting Manager:** Professional in charge of supervising daily accounting operations, ensuring the accuracy of financial records and preparing accounting reports that comply with current legal and fiscal regulations
- 3. Financial Consultant:** Advises companies on how to optimize their financial processes, offering strategic solutions to improve efficiency, reduce costs and maximize profitability through detailed analysis and personalized recommendations
- 4. Internal Auditor:** Specialist in charge of assessing and improving the effectiveness of internal controls, ensuring the integrity of financial information and compliance with the policies and procedures established by the company
- 5. Senior Financial Analyst:** Professional responsible for carrying out advanced financial analysis, interpreting economic data and preparing detailed reports to support strategic decision-making by senior management
- 6. Treasury Manager:** Responsible for managing the company's financial resources, including cash flow planning, investment management and overseeing banking relationships to ensure liquidity and financial stability
- 7. Financial Planning Director:** Responsible for designing and implementing long-term financial planning strategies, aligning financial objectives with the organization's vision and mission to drive sustainable growth
- 8. Financial Compliance Specialist:** Professional dedicated to ensuring that the company complies with all local and international financial regulations, minimizing legal and financial risks through the implementation of effective compliance policies
- 9. Management Controller:** Responsible for supervising and improving internal control processes, implementing management systems that optimize the financial and operational performance of the organization by monitoring key performance indicators
- 10. Financial Risk Manager:** Specialist in identifying, evaluating and mitigating the financial risks that could affect the company, developing risk management strategies that protect assets and ensure the economic stability of the organization



You will manage the financial resources of companies, including aspects such as cash flow planning or investment management”

06

Study Methodology

TECH is the world's first university to combine the **case study** methodology with **Relearning**, a 100% online learning system based on guided repetition.

This disruptive pedagogical strategy has been conceived to offer professionals the opportunity to update their knowledge and develop their skills in an intensive and rigorous way. A learning model that places students at the center of the educational process giving them the leading role, adapting to their needs and leaving aside more conventional methodologies.



“

TECH will prepare you to face new challenges in uncertain environments and achieve success in your career”

The student: the priority of all TECH programs

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

The teaching tools of each program have been selected taking into account the demands of time, availability and academic rigor that, today, not only students demand but also the most competitive positions in the market.

With TECH's asynchronous educational model, it is students who choose the time they dedicate to study, how they decide to establish their routines, and all this from the comfort of the electronic device of their choice. The student will not have to participate in live classes, which in many cases they will not be able to attend. The learning activities will be done when it is convenient for them. They can always decide when and from where they want to study.

“

*At TECH you will NOT have live classes
(which you might not be able to attend)”*



The most comprehensive study plans at the international level

TECH is distinguished by offering the most complete academic itineraries on the university scene. This comprehensiveness is achieved through the creation of syllabi that not only cover the essential knowledge, but also the most recent innovations in each area.

By being constantly up to date, these programs allow students to keep up with market changes and acquire the skills most valued by employers. In this way, those who complete their studies at TECH receive a comprehensive education that provides them with a notable competitive advantage to further their careers.

And what's more, they will be able to do so from any device, pc, tablet or smartphone.

“

TECH's model is asynchronous, so it allows you to study with your pc, tablet or your smartphone wherever you want, whenever you want and for as long as you want”

Case Studies and Case Method

The case method has been the learning system most used by the world's best business schools. Developed in 1912 so that law students would not only learn the law based on theoretical content, its function was also to present them with real complex situations. In this way, they could make informed decisions and value judgments about how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

With this teaching model, it is students themselves who build their professional competence through strategies such as Learning by Doing or Design Thinking, used by other renowned institutions such as Yale or Stanford.

This action-oriented method will be applied throughout the entire academic itinerary that the student undertakes with TECH. Students will be confronted with multiple real-life situations and will have to integrate knowledge, research, discuss and defend their ideas and decisions. All this with the premise of answering the question of how they would act when facing specific events of complexity in their daily work.



Relearning Methodology

At TECH, case studies are enhanced with the best 100% online teaching method: Relearning.

This method breaks with traditional teaching techniques to put the student at the center of the equation, providing the best content in different formats. In this way, it manages to review and reiterate the key concepts of each subject and learn to apply them in a real context.

In the same line, and according to multiple scientific researches, reiteration is the best way to learn. For this reason, TECH offers between 8 and 16 repetitions of each key concept within the same lesson, presented in a different way, with the objective of ensuring that the knowledge is completely consolidated during the study process.

Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.



A 100% online Virtual Campus with the best teaching resources

In order to apply its methodology effectively, TECH focuses on providing graduates with teaching materials in different formats: texts, interactive videos, illustrations and knowledge maps, among others. All of them are designed by qualified teachers who focus their work on combining real cases with the resolution of complex situations through simulation, the study of contexts applied to each professional career and learning based on repetition, through audios, presentations, animations, images, etc.

The latest scientific evidence in the field of Neuroscience points to the importance of taking into account the place and context where the content is accessed before starting a new learning process. Being able to adjust these variables in a personalized way helps people to remember and store knowledge in the hippocampus to retain it in the long term. This is a model called Neurocognitive context-dependent e-learning that is consciously applied in this university qualification.

In order to facilitate tutor-student contact as much as possible, you will have a wide range of communication possibilities, both in real time and delayed (internal messaging, telephone answering service, email contact with the technical secretary, chat and videoconferences).

Likewise, this very complete Virtual Campus will allow TECH students to organize their study schedules according to their personal availability or work obligations. In this way, they will have global control of the academic content and teaching tools, based on their fast-paced professional update.



The online study mode of this program will allow you to organize your time and learning pace, adapting it to your schedule"

The effectiveness of the method is justified by four fundamental achievements:

1. Students who follow this method not only achieve the assimilation of concepts, but also a development of their mental capacity, through exercises that assess real situations and the application of knowledge.
2. Learning is solidly translated into practical skills that allow the student to better integrate into the real world.
3. Ideas and concepts are understood more efficiently, given that the example situations are based on real-life.
4. Students like to feel that the effort they put into their studies is worthwhile. This then translates into a greater interest in learning and more time dedicated to working on the course.

The university methodology top-rated by its students

The results of this innovative teaching model can be seen in the overall satisfaction levels of TECH graduates.

The students' assessment of the teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, obtaining a 4.9 out of 5.

Access the study contents from any device with an Internet connection (computer, tablet, smartphone) thanks to the fact that TECH is at the forefront of technology and teaching.

You will be able to learn with the advantages that come with having access to simulated learning environments and the learning by observation approach, that is, Learning from an expert.



As such, the best educational materials, thoroughly prepared, will be available in this program:



Study Material

All teaching material is produced by the specialists who teach the course, specifically for the course, so that the teaching content is highly specific and precise.

This content is then adapted in an audiovisual format that will create our way of working online, with the latest techniques that allow us to offer you high quality in all of the material that we provide you with.



Practicing Skills and Abilities

You will carry out activities to develop specific competencies and skills in each thematic field. Exercises and activities to acquire and develop the skills and abilities that a specialist needs to develop within the framework of the globalization we live in.



Interactive Summaries

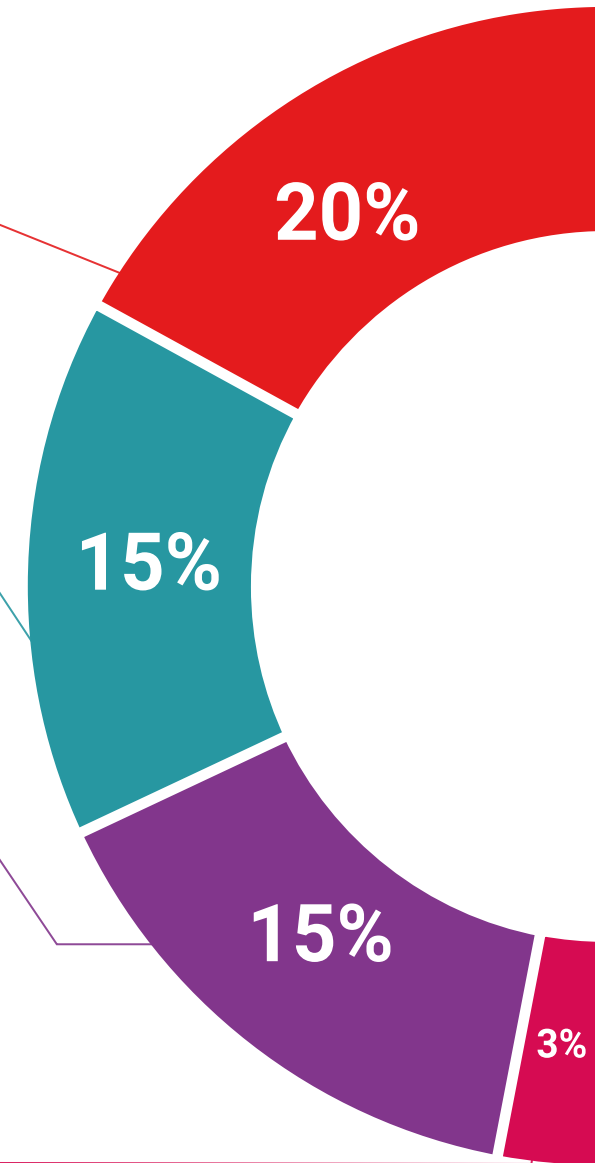
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

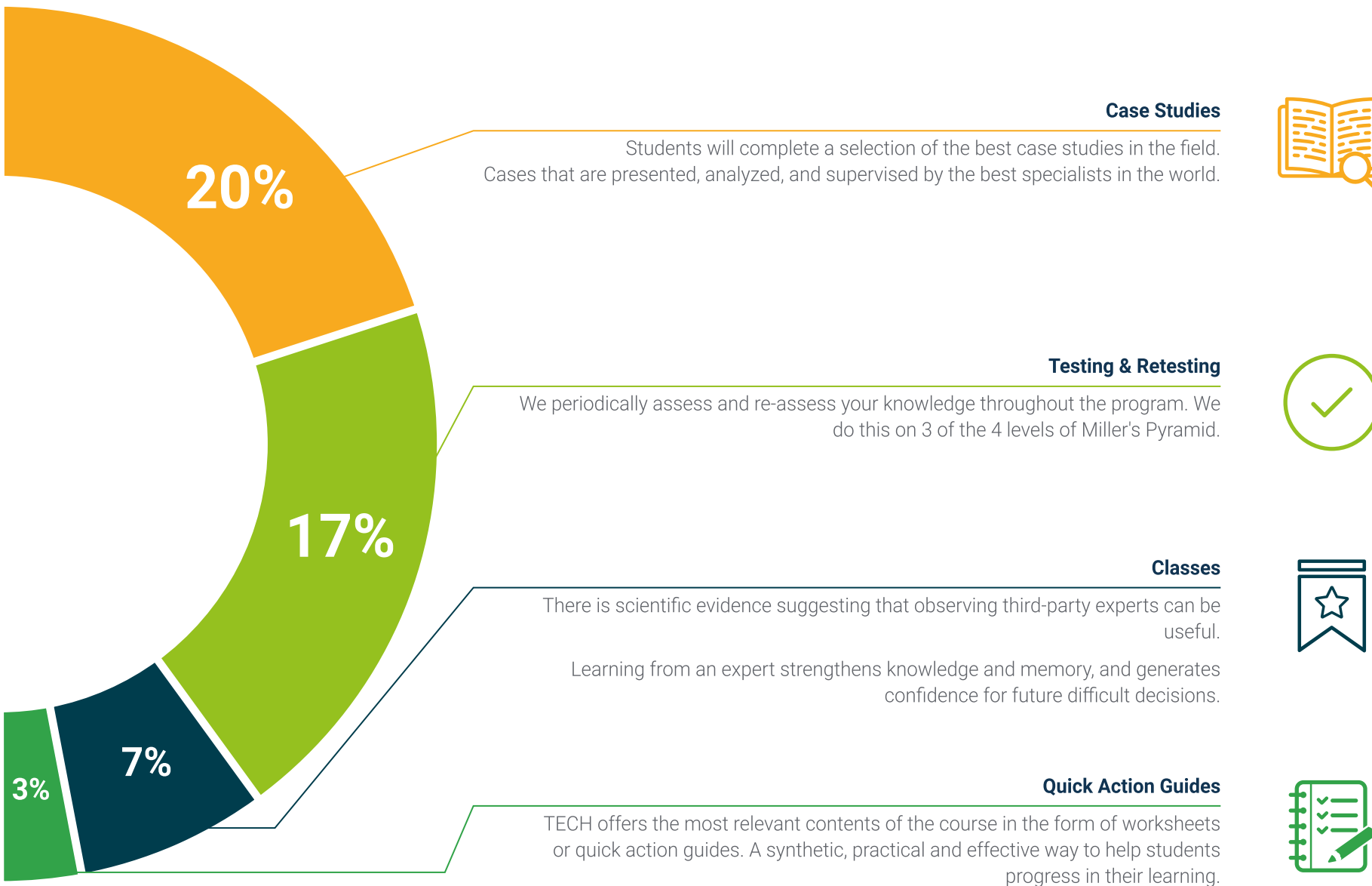
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



Additional Reading

Recent articles, consensus documents, international guides... In our virtual library you will have access to everything you need to complete your education.





07

Teaching Staff

For the design and delivery of this Advanced Master's Degree, TECH has brought together the most outstanding specialists in the field of Senior Financial Management, Expert Accountant. In this way, they have developed multiple teaching contents that stand out both for their high quality and for adapting to the demands of the current labor market. As a result, graduates have the guarantees they demand to embark on an immersive experience that will significantly improve their job prospects.



“

You will have the support of the teaching team, made up of renowned experts in Senior Financial Management and Accounting Expert”

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

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

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



Ms. Dove, Jennifer

- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition at NBCUniversal, New York, United States
Head of Recruitment at Comcast
- Director of Recruiting at Rite Hire Advisory, New York, United States
- Executive Vice President of the Sales Division at Ardor NY Real Estate
- Director of Recruitment at Valerie August & Associates
- Account Executive at BNC
- Account Executive at Vault
- Degree in Organizational Communication from the University of Miami

“

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

International Guest Director

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

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

“

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

International Guest Director

Romi Arman is a renowned international expert with more than two decades of experience in **Digital Transformation, Marketing, Strategy and Consulting**. Through that extended trajectory, he has taken different risks and is a permanent **advocate** for **innovation** and **change** in the business environment. With that expertise, he has collaborated with CEOs and corporate organizations from all over the world, pushing them to move away from traditional business models. In this way, he has helped companies such as Shell Energy become **true market leaders**, focused on their **customers** and the **digital world**.

The strategies designed by Arman have a latent impact, as they have enabled several corporations **to improve the experiences of consumers, staff and shareholders** alike. The success of this expert is quantifiable through tangible metrics such as **CSAT, employee engagement** in the institutions where he has practiced and the growth of the **EBITDA financial indicator** in each of them.

Also, in his professional career, he has nurtured and **led high-performance teams** that have even received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: **meeting** customers' complex **decarbonization demands supporting a "cost-effective decarbonization"** and **overhauling** a fragmented **data, digital and technology** landscape. As such, his efforts have shown that in order to achieve sustainable success, it is essential to start from the needs of consumers and lay the foundations for the transformation of processes, data, technology and culture.

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



Mr. Arman, Romi

- Digital Transformation Director (CDO) at Shell Energy Corporation, London, United Kingdom
- Global Director of E-Commerce and Customer Service at Shell Energy Corporation
- National Key Account Manager (OEM and automotive retailers) for Shell in Kuala Lumpur, Malaysia
- Senior Management Consultant (Financial Services Sector) for Accenture based in Singapore
- Bachelor's Degree from the University of Leeds
- Postgraduate Degree in Business Applications of AI for Senior Executives from London Business School
- CCXP Customer Experience Professional Certification
- IMD Executive Digital Transformation Course

“

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

International Guest Director

Manuel Arens is an experienced data management professional and leader of a highly qualified team. In fact, Arens holds the position of **global purchasing manager** in Google's Technical Infrastructure and Data Center division, where he has spent most of his professional career. Based in Mountain View, California, he has provided solutions for the tech giant's operational challenges, such as master **data integrity**, **vendor data updates** and **vendor prioritization**. He has led data center supply chain planning and vendor risk assessment, generating improvements in vendor risk assessment, resulting in process improvements and workflow management that have resulted in significant cost savings.

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

Arens also served as **Sales Manager** in Dublin, Ireland. In this role, he built a team of 4 to 14 members over three years and led the sales team to achieve results and collaborate well with each other and cross-functional teams. He also served as **Senior Industry Analyst**, Hamburg, Germany, creating storylines for over 150 clients using internal and third party tools to support analysis. He developed and wrote in-depth reports to demonstrate his mastery of the subject matter, including understanding the **macroeconomic and political/regulatory factors** affecting technology adoption and diffusion.

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



Mr. Arens, Manuel

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

“

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

International Guest Director

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

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

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

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

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

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



Mr. La Sala, Andrea

- Global Brand & Merchandising Director Armani Exchange at Giorgio Armani, Milan, Italy
- Merchandising Director at Calvin Klein
- Brand Manager at Gruppo Coin
- Brand Manager at Dolce&Gabbana
- Brand Manager at Sergio Tacchini S.p.A.
- Market Analyst at Fastweb
- Graduate of Business and Economics at Università degli Studi del Piemonte Orientale

“

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

International Guest Director

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

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

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

As for his training, the executive has several Masters and postgraduate studies at prestigious centers such as the **University of Berkeley**, in the United States, and the **University of Copenhagen**, in Denmark. Through this continuous updating, the expert has attained cutting-edge competencies. Thereby, he has come to be considered a **born leader** of the **new global economy**, centered on the drive for data and its infinite possibilities.



Mr. Gram, Mick

- Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- Business Intelligence Solutions Architect for Walmart Data Cafe
- Independent Business Intelligence and Data Science Consultant
- Director of Business Intelligence at Capgemini
- Senior Analyst at Nordea
- Senior Business Intelligence Consultant at SAS
- Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- Executive MBA in e-commerce at the University of Copenhagen
- B.Sc. and M.Sc. in Mathematics and Statistics at the University of Copenhagen

“

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

International Guest Director

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

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

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

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



Mr. Stevenson, Scott

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

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International Guest Director

Awarded with the "International Content Marketing Awards" for her creativity, leadership and quality of her informative contents, Wendy Thole-Muir is a recognized **Communication Director** highly specialized in the field of **Reputation Management**.

In this sense, she has developed a solid professional career of more than two decades in this field, which has led her to be part of prestigious international reference entities such as **Coca-Cola**. Her role involves the supervision and management of corporate communication, as well as the control of the organizational image. Among her main contributions, she has led the implementation of the Yammer **internal interaction platform**. Thanks to this, employees increased their commitment to the brand and created a community that significantly improved the transmission of information.

On the other hand, she has been in charge of managing the communication of the companies' **strategic investments** in different African countries. An example of this is that she has managed dialogues around significant investments in Kenya, demonstrating the commitment of the entities to the economic and social development of the country. At the same time, she has achieved numerous **recognitions** for her ability to manage the perception of the firms in all the markets in which it operates. In this way, she has ensured that companies maintain a high profile and consumers associate them with high quality.

In addition, in her firm commitment to excellence, she has actively participated in renowned global **Congresses and Symposiums** with the objective of helping information professionals to stay at the forefront of the most sophisticated techniques to **develop successful strategic communication plans**. In this way, she has helped numerous experts to anticipate institutional crisis situations and to manage adverse events in an effective manner.



Ms. Thole-Muir, Wendy

- Director of Strategic Communications and Corporate Reputation at Coca-Cola, South Africa
- Head of Corporate Reputation and Communications at ABI at SABMiller de Lovania, Belgium
- Communications Consultant at ABI, Belgium
- Reputation and Communications Consultant at Third Door in Gauteng, South Africa
- Master's Degree in Social Behavioral Studies, University of South Africa
- Master's Degree in Sociology and Psychology, University of South Africa
- Bachelor's Degree in Political Science and Industrial Sociology from the University of KwaZulu-Natal
- Bachelor's Degree in Psychology from the University of South Africa

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International Guest Director

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

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

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



Mr. Karaca, Erdi

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

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Management



Mr. Domingo Folgado, Javier

- ♦ *Founding Director of Reliance*
- ♦ Head of the Analysis Department at Aznar Patrimonio
- ♦ *Founding Partner at Finance Business School*
- ♦ Head of Private Banking at Degroof Petercam
- ♦ PhD in Advanced Mathematics Applied to Economics from the UNED
- ♦ Bachelor's Degree in Economics and Business Administration from the University of Valencia
- ♦ Master's Degree in Portfolio Management from the Institute of Advanced Finance



Dr. Pérez Estébanez, Raquel

- ♦ Researcher in Economics and Business Administration
- ♦ Researcher at the Complutense University of Madrid.
- ♦ PhD in Economy Sciences from the Complutense University of Madrid

Professors

Ms. Bolinaga, Sara

- ♦ Specialist in Auditing and Accounting
- ♦ Accounting Technician at Conservas V. Jalón
- ♦ International Market Technician at the Economic and Commercial Office of the Spanish Embassy in Warsaw
- ♦ Lawyer in Compliance matters at Deloitte
- ♦ Researcher with publications on market research
- ♦ Double Degree in Law and Business Administration from the Complutense University of Madrid
- ♦ Master's Degree in Financial Economic Management from the National Distance Education University

Mr. Campuzano Vallés, Manuel

- ♦ Advisor to Companies in the Financial Area
- ♦ External Collaborator in the Consulting and Training Area of IECE
- ♦ Advisor in Financial Departments such as Mobil Oil SA, Amstrad España SA, Frinat SA, IECE SA
- ♦ Degree in Economic and Business Sciences from the Autonomous University of Madrid
- ♦ Chartered Accountant and member of the ROAC
- ♦ Lecturer in the Financial Area at EAE Business School
- ♦ Associate Professor of Analytical Accounting and Financial Accounting at the Complutense University of Madrid

Dr. López Domínguez, Ignacio

- ♦ Researcher specialized in Financial Administration and Accounting
- ♦ Lecturer in university studies on Financial Administration and Accounting
- ♦ Author and co-author of numerous publications on his specialty
- ♦ Regular contributor to various media
- ♦ Regular speaker at conferences on financial topics
- ♦ PhD and Degree in Economics and Business Administration from the Autonomous University of Madrid

Ms. Vico Román, Noelia

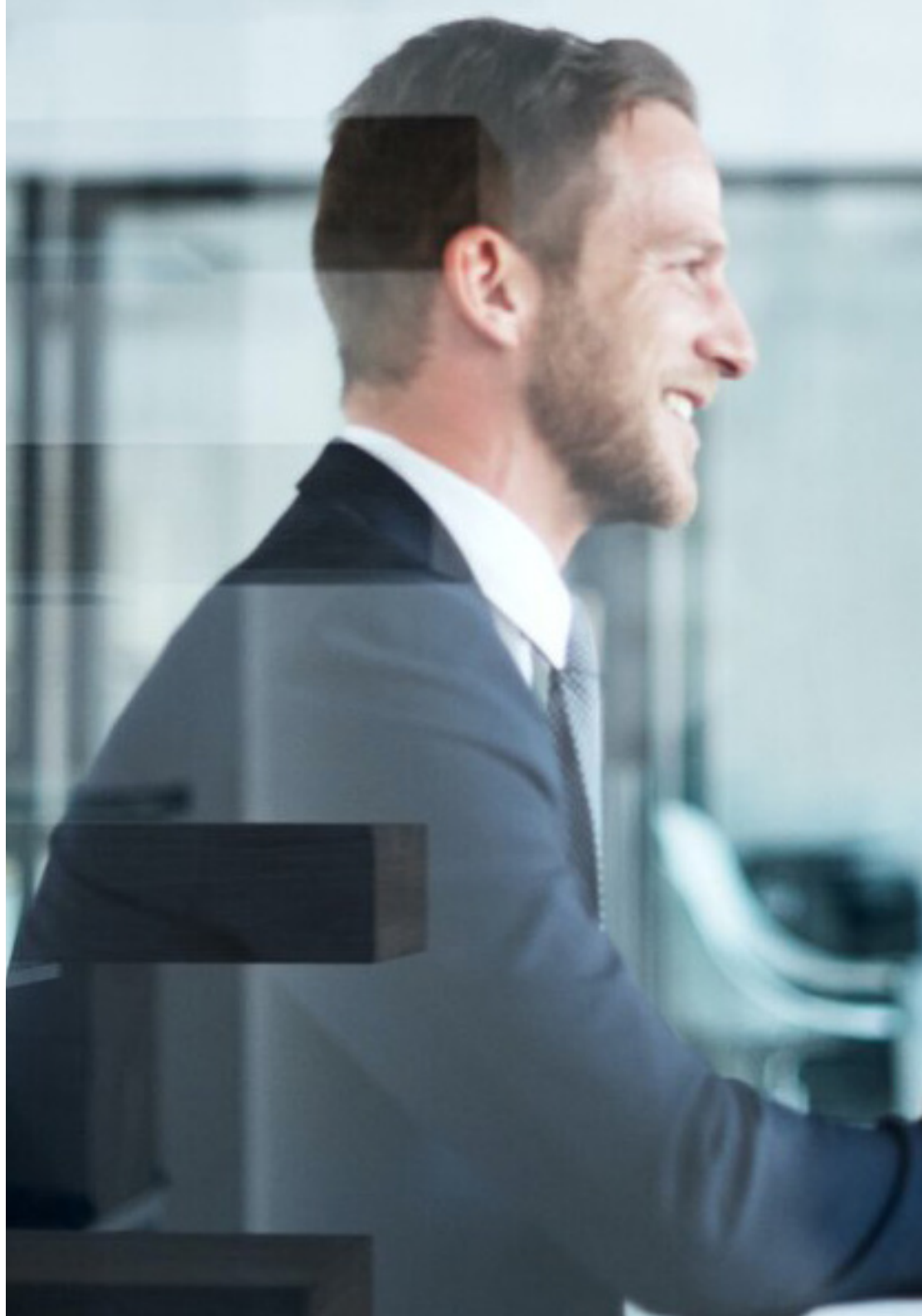
- ♦ Specialist in Economics and Business
- ♦ Teacher of intermediate and advanced training cycles in Business Administration in the Community of Madrid
- ♦ Associate Professor of the Economics Department of the CEU San Pablo University
- ♦ Degree in Business Administration, specializing in Accounting and Auditing, Rey Juan Carlos University
- ♦ Diploma in Business Administration, specializing in Accounting and Financial Analysis, Rey Juan Carlos University
- ♦ Master's Degree in High School Teacher Training from the Complutense University of Madrid
- ♦ Master's Degree in Emotional Intelligence in the different educational stages
- ♦ Technical Specialist in Administration

Mr. López Gómez, Miguel Ángel

- ♦ Expert Financial Consultant
- ♦ CEO of the consulting firm Emacal. Alicante
- ♦ Financial Consultant for Banco Santander, Intermoney, Citigroup, TechRules and SIAG
- ♦ Deputy Director of the Antonio Machado Residence Hall and Residence of the Carlos III University of Madrid
- ♦ Lecturer in Training Courses for Sabadell Bank, Mediterranean Savings Bank, Cooperative Bank, Pastor Bank, etc.
- ♦ Doctorate in Economics from the Carlos III University of Madrid
- ♦ Doctorate in Business Management from the Autonomous University of Madrid
- ♦ Degree in Economics and Business Administration from the University of Alicante

Mr. Martínez Laguna, Luis

- ♦ Specialist in Economic and Business Sciences and Commercial Research
- ♦ Professor Specializing in Economics and Business Studies
- ♦ Degree in Economics and Business Administration
- ♦ PhD in Accounting and Auditing





Dr. Martínez Silva, Alberto

- ♦ Specialist in Economics and Business Administration
- ♦ Director of Management Control at Telefónica España
- ♦ Wholesale Business Manager at Telefónica Internacional
- ♦ PhD in Economics and Business Administration from the Complutense University of Madrid
- ♦ Bachelor's Degree in Economics and Business Administration from the Complutense University of Madrid
- ♦ Postgraduate degree in Management Development from the University of Navarra

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