

Advanced Master's Degree Senior Management of Real Estate Companies



Advanced Master's Degree Senior Management of Real Estate Companies

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

Website: www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-management-real-estate-companies

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01

Introduction to the Program

Senior Management in the Real Estate Sector is responsible for managing a series of complex activities ranging from land acquisition to property marketing. In such a competitive and regulated market, specialists must possess a unique combination of strategic, financial and operational skills to ensure the success of their projects. With this in mind, TECH presents an innovative university program focused on the latest trends in Senior Management of Real Estate Companies. At the same time, it is taught in a convenient 100% online modality that adapts to the agenda of busy professionals looking to optimize their daily practice.



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Through this completely online Advanced Master's Degree, you will master the most advanced methodologies to ensure that Real Estate Projects meet their objectives and deadlines”

The Real Estate Sector has undergone significant evolution in recent years, driven by the growth of cities, the increase in demand for residential and commercial spaces, and new investment trends. Experts are therefore faced with a variety of challenges, from fluctuating real estate prices to the legal and fiscal complexities that govern real estate transactions. As a result, they need to develop skills to effectively manage operations, make informed strategic decisions, and ensure the long-term success of real estate companies in an increasingly competitive global environment.

In this context, TECH has created a groundbreaking Advanced Master's Degree in Senior Management of Real Estate Companies. Designed by leading experts in the sector, the academic program will delve into topics ranging from the fundamentals of management or real estate law to interior design. In this way, graduates will be able to lead successfully in a highly competitive sector, applying innovative strategies that integrate operational management, strategic planning and sustainability.

As for the methodology of this program, TECH offers a 100% online educational environment, which allows professionals to balance their studies with their other daily responsibilities. Likewise, it uses its innovative Relearning system, based on the repetition of key concepts to consolidate knowledge and facilitate learning. The only requirement is that graduates have a device with an Internet connection, even their own cell phone will do. In this way, they will be able to enter the Virtual Campus to enjoy an educational experience that will elevate their career horizons to a higher level.

This **Advanced Master's Degree Degree in Senior Management of Real Estate Companies** contains the most complete and up-to-date educational program on the market. Its most notable features are:

- ♦ The development of case studies presented by experts in Senior Management of Real Estate Companies
- ♦ 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 Management of Real Estate Companies
- ♦ 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



You will apply sophisticated marketing strategies to promote real estate initiatives, from customer acquisition to loyalty building"

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You will lead processes of change in companies, promoting innovation through the integration of emerging technological tools”

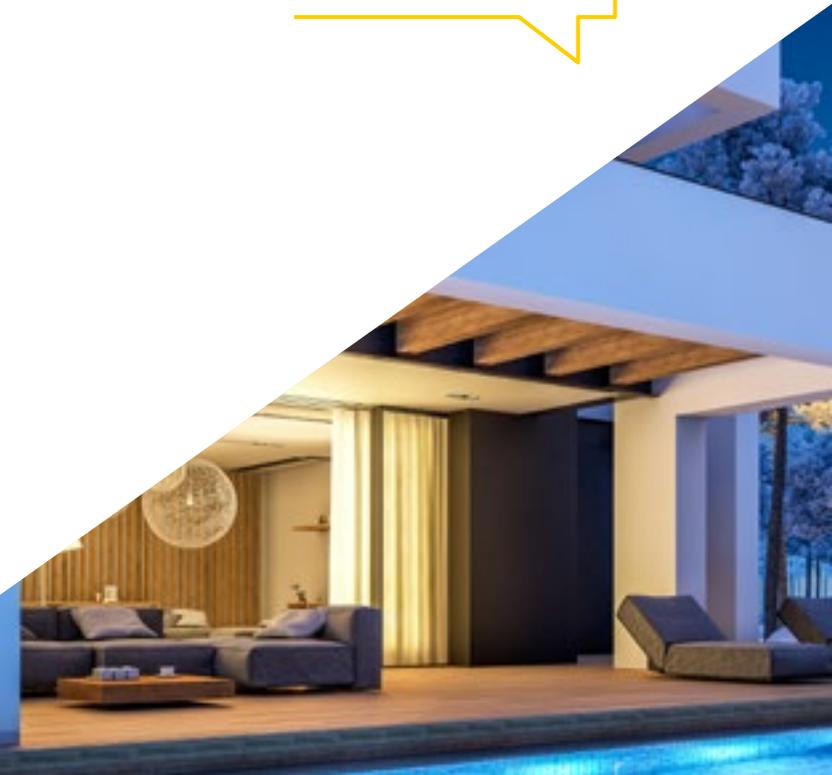
Its teaching staff includes professionals from the field of Senior Management in Real Estate Companies, who bring their work experience to the program, as well as renowned specialists from leading companies and prestigious universities.

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 will make strategic decisions in dynamic and complex contexts, ensuring that resources are maximized.

Thanks to TECH's revolutionary Relearning methodology, you will integrate all knowledge optimally to successfully achieve the results you are looking for.



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".

Forbes

The best online university in the world

The most complete syllabus

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.

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.

TOP
international faculty

The most effective methodology

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 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.

World's No.1
The World's largest online university

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 official online university of the NBA

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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.



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.

03 Syllabus

The syllabus for this Advanced Master's Degree has been created by leading figures in Senior Management in Real Estate Companies. The syllabus will therefore delve into factors ranging from real estate operations management and market research to interior design. Thanks to this, students will gain advanced skills to successfully lead complex real estate projects.



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You will use digital technologies to improve operational efficiency and informed decision-making in the Real Estate sector”

Module 1. Leadership, Ethics and Social Responsibility in Companies

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



- 1.8. Responsible Management Systems and Tools
 - 1.8.1. CSR: 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. Commercial Management, Strategic Marketing and Corporate Communication

- 2.1. Commercial Management
 - 2.1.1. Conceptual Framework of Commercial Management
 - 2.1.2. Business Strategy and Planning
 - 2.1.3. The Role of Sales Managers
- 2.2. Marketing
 - 2.2.1. The Concept of Marketing
 - 2.2.2. The Basic Elements of Marketing
 - 2.2.3. Marketing Activities in Companies
- 2.3. Strategic Marketing Management
 - 2.3.1. The Concept of Strategic Marketing
 - 2.3.2. Concept of Strategic Marketing Planning
 - 2.3.3. Stages in the Process of Strategic Marketing Planning
- 2.4. Digital Marketing and E-Commerce
 - 2.4.1. Digital Marketing and E-commerce Objectives
 - 2.4.2. Digital Marketing and Media Used
 - 2.4.3. E-Commerce. General Context
 - 2.4.4. Categories of E-Commerce
 - 2.4.5. Advantages and Disadvantages of E-commerce Versus Traditional Commerce.

- 2.5. Managing Digital Business
 - 2.5.1. Competitive Strategy given the Growing Digitalization of the Media
 - 2.5.2. Design and Creation of a Digital Marketing Plan
 - 2.5.3. ROI Analysis in a Digital Marketing Plan
- 2.6. Digital Marketing to Reinforce a Brand
 - 2.6.1. Online Strategies to Improve Your Brand's Reputation
 - 2.6.2. Branded Content and Storytelling
- 2.7. Digital Marketing Strategy
 - 2.7.1. Defining the Digital Marketing Strategy
 - 2.7.2. Digital Marketing Strategy Tools
- 2.8. Digital Marketing to Attract and Retain Customers
 - 2.8.1. Loyalty and Engagement Strategies through the Internet
 - 2.8.2. Visitor Relationship Management
 - 2.8.3. Hypersegmentation
- 2.9. Managing Digital Campaigns
 - 2.9.1. What is a Digital Advertising Campaign?
 - 2.9.2. Steps to Launch an Online Marketing Campaign
 - 2.9.3. Mistakes in Digital Advertising Campaigns
- 2.10. Online Marketing Plan
 - 2.10.1. What is an Online Marketing Plan?
 - 2.10.2. Steps to Create an Online Marketing Plan
 - 2.10.3. Advantages of Having an Online Marketing Plan
- 2.11. Blended Marketing
 - 2.11.1. What is Blended Marketing?
 - 2.11.2. Differences Between Online and Offline Marketing
 - 2.11.3. Aspects to be Taken into Account in the Blended Marketing Strategy
 - 2.11.4. Characteristics of a Blended Marketing Strategy
 - 2.11.5. Recommendations in Blended Marketing
 - 2.11.6. Benefits of Blended Marketing
- 2.12. Sales Strategy
 - 2.12.1. Sales Strategy
 - 2.12.2. Sales Methods

- 2.13. Corporate Communication
 - 2.13.1. Concept
 - 2.13.2. The Importance of Communication in the Organization
 - 2.13.3. Type of Communication in the Organization
 - 2.13.4. Functions of Communication in the Organization
 - 2.13.5. Elements of Communication
 - 2.13.6. Communication Problems
 - 2.13.7. Communication Scenarios
- 2.14. Corporate Communication Strategy
 - 2.14.1. Motivational Programs, Social Action, Participation and Training with HR
 - 2.14.2. Internal Communication Support and Tools
 - 2.14.3. Internal Communication Plan
- 2.15. Digital Communication and Reputation
 - 2.15.1. Online Reputation
 - 2.15.2. How to Measure Digital Reputation?
 - 2.15.3. Online Reputation Tools
 - 2.15.4. Online Reputation Report
 - 2.15.5. Online Branding

Module 3. Strategic Management and Executive Management

- 3.1. Organizational Analysis and Design
 - 3.1.1. Conceptual Framework
 - 3.1.2. Key Elements in Organizational Design
 - 3.1.3. Basic Organizational Models
 - 3.1.4. Organizational Design: Typology
- 3.2. Corporate Strategy
 - 3.2.1. Competitive Corporate Strategy
 - 3.2.2. Growth Strategies: Typology
 - 3.2.3. Conceptual Framework
- 3.3. Strategic Planning and Strategy Formulation
 - 3.3.1. Conceptual Framework
 - 3.3.2. Elements of Strategic Planning
 - 3.3.3. Strategy Formulation: Strategic Planning Process
- 3.4. Strategic Thinking
 - 3.4.1. The Company as a System
 - 3.4.2. Organization Concept
- 3.5. Financial Diagnosis
 - 3.5.1. Concept of Financial Diagnosis
 - 3.5.2. Stages of Financial Diagnosis
 - 3.5.3. Assessment Methods for Financial Diagnosis
- 3.6. Planning and Strategy
 - 3.6.1. The Plan from a Strategy
 - 3.6.2. Strategic Positioning
 - 3.6.3. Strategy in Companies
- 3.7. Strategy Models and Patterns
 - 3.7.1. Conceptual Framework
 - 3.7.2. Strategic Models
 - 3.7.3. Strategic Patterns: The Five P's of Strategy
- 3.8. Competitive Strategy
 - 3.8.1. The Competitive Advantage
 - 3.8.2. Choosing a Competitive Strategy
 - 3.8.3. Strategies based on the Strategic Clock Model
 - 3.8.4. Types of Strategies According to the Industrial Sector Life Cycle
- 3.9. Strategic Management
 - 3.9.1. The Concept of Strategy
 - 3.9.2. The Process of Strategic Management
 - 3.9.3. Approaches in Strategic Management
- 3.10. Strategy Implementation
 - 3.10.1. Indicator Systems and Process Approach
 - 3.10.2. Strategic Map
 - 3.10.3. Strategic Alignment
- 3.11. Executive Management
 - 3.11.1. Conceptual Framework of Executive Management
 - 3.11.2. Executive Management. The Role of the Board of Directors and Corporate Management Tools

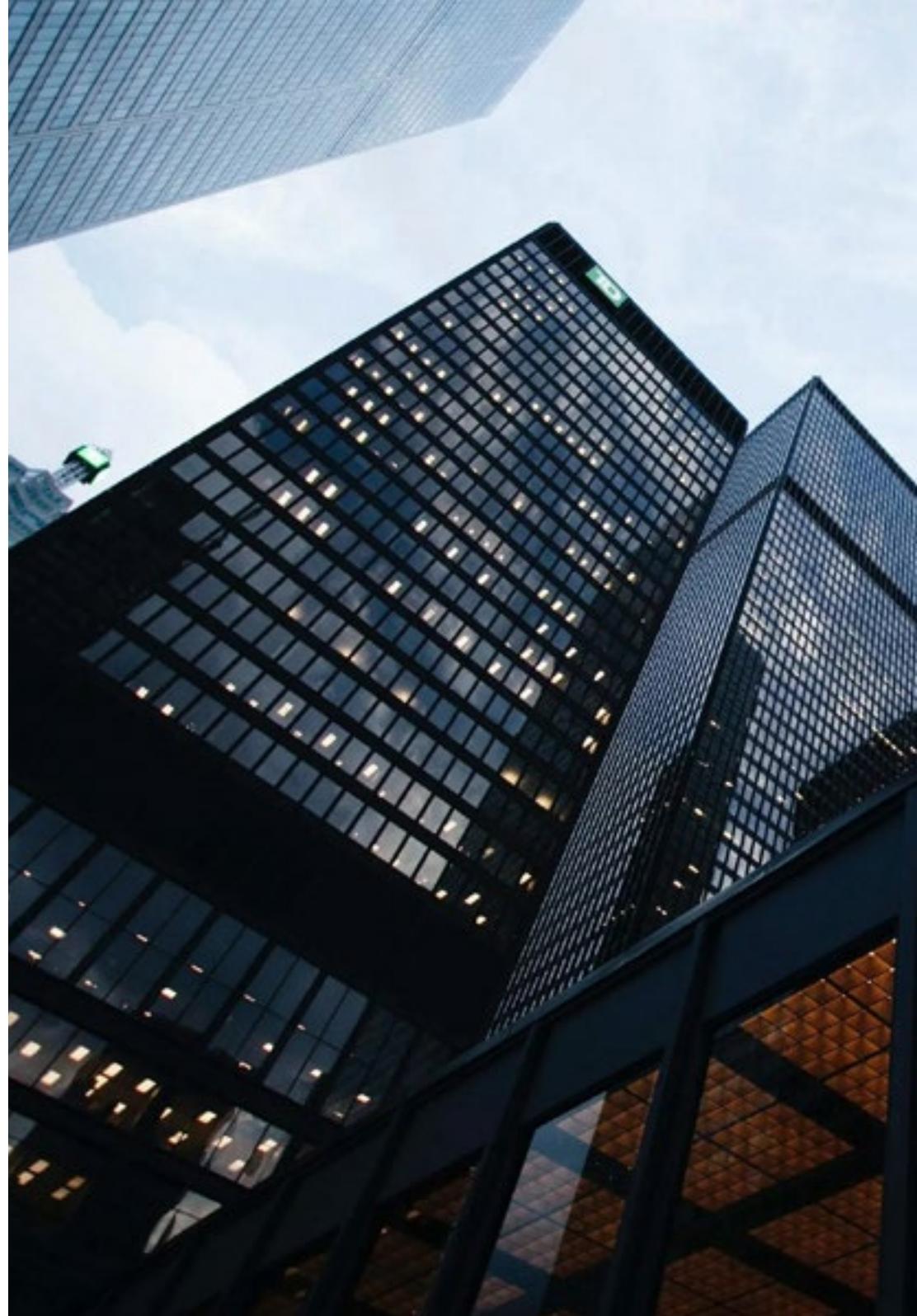


- 3.12. Strategic Communication
 - 3.12.1. Interpersonal Communication
 - 3.12.2. Communication Skills and Influence
 - 3.12.3. Internal Communication
 - 3.12.4. Barriers to Business Communication

Module 4. People and Talent Management

- 4.1. Organizational Behavior
 - 4.1.1. Organizational Behavior: Conceptual Framework
 - 4.1.2. Main Factors of Organizational Behavior
- 4.2. People in Organizations
 - 4.2.1. Quality of Work Life and Psychological Well-Being
 - 4.2.2. Work Teams and Meeting Management
 - 4.2.3. Coaching and Team Management
 - 4.2.4. Managing Equality and Diversity
- 4.3. Strategic People Management
 - 4.3.1. Strategic Human Resources Management
 - 4.3.2. Strategic People Management
- 4.4. Evolution of Resources. An Integrated Vision
 - 4.4.1. The Importance of HR
 - 4.4.2. A New Environment for People Management and Leadership
 - 4.4.3. Strategic HR Management
- 4.5. Selection, Group Dynamics and HR Recruitment
 - 4.5.1. Approach to Recruitment and Selection
 - 4.5.2. Recruitment
 - 4.5.3. The Selection Process
- 4.6. Human Resources Management by Competencies
 - 4.6.1. Analysis of the Potential
 - 4.6.2. Remuneration Policy
 - 4.6.3. Career/Succession Planning
- 4.7. Performance Evaluation and Performance Management
 - 4.7.1. Performance Management
 - 4.7.2. Performance Management: Objectives and Process

- 4.8. Training Management
 - 4.8.1. Learning Theories
 - 4.8.2. Talent Detection and Retention
 - 4.8.3. Gamification and Talent Management
 - 4.8.4. Training and Professional Obsolescence
- 4.9. Talent Management
 - 4.9.1. Keys for Positive Management
 - 4.9.2. Conceptual Origin of Talent and its Implication in the Company
 - 4.9.3. Map of Talent in the Organization
 - 4.9.4. Cost and Added Value
- 4.10. Innovation in Talent and People Management
 - 4.10.1. Strategic Talent Management Models
 - 4.10.2. Talent Identification, Training and Development
 - 4.10.3. Loyalty and Retention
 - 4.10.4. Proactivity and Innovation
- 4.11. Motivation
 - 4.11.1. The Nature of Motivation
 - 4.11.2. Expectations Theory
 - 4.11.3. Needs Theory
 - 4.11.4. Motivation and Financial Compensation
- 4.12. Employer Branding
 - 4.12.1. Employer Branding in HR
 - 4.12.2. Personal Branding for HR Professionals
- 4.13. High-Performance Teams Development
 - 4.13.1. High-Performance Teams: Self-Managed Teams
 - 4.13.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 4.14. Management Skills Development
 - 4.14.1. What are Manager Competencies?
 - 4.14.2. Elements of Competencies
 - 4.14.3. Knowledge
 - 4.14.4. Management Skills
 - 4.14.5. Attitudes and Values in Managers
 - 4.14.6. Managerial Skills



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- 4.15. Time Management
 - 4.15.1. Benefits
 - 4.15.2. What Can be the Causes of Poor Time Management?
 - 4.15.3. Time
 - 4.15.4. Time Illusions
 - 4.15.5. Attention and Memory
 - 4.15.6. State of Mind
 - 4.15.7. Time Management
 - 4.15.8. Being Proactive
 - 4.15.9. Be Clear About the Objective
 - 4.15.10. Order
 - 4.15.11. Planning
 - 4.16. Change Management
 - 4.16.1. Change Management
 - 4.16.2. Type of Change Management Processes
 - 4.16.3. Stages or Phases in the Change Management Process
 - 4.17. Negotiation and Conflict Management
 - 4.17.1. Negotiation
 - 4.17.2. Conflict Management
 - 4.17.3. Crisis Management
 - 4.18. Executive Communication
 - 4.18.1. Internal and External Communication in the Corporate Environment
 - 4.18.2. Communication Departments
 - 4.18.3. The Person in Charge of Communication of the Company. The Profile of the Dircom
 - 4.19. Human Resources Management and Occupational Hazard Prevention Teams
 - 4.19.1. Management of Human Resources and Teams
 - 4.19.2. Occupational Risk Prevention
 - 4.20. Productivity, Attraction, Retention and Activation of Talent
 - 4.20.1. Productivity
 - 4.20.2. Talent Attraction and Retention Levers

- 4.21. Monetary Vs. Non-Monetary Compensation
 - 4.21.1. Monetary Vs. Non-Monetary Compensation
 - 4.21.2. Wage Band Models
 - 4.21.3. Non-Monetary Compensation Models
 - 4.21.4. Working Model
 - 4.21.5. Corporate Community
 - 4.21.6. Company Image
 - 4.21.7. Emotional Salary
- 4.22. Innovation in Talent and People Management
 - 4.22.1. Innovation in Organizations
 - 4.22.2. New Challenges in the Human Resources Department
 - 4.22.3. Innovation Management
 - 4.22.4. Tools for Innovation
- 4.23. Knowledge and Talent Management
 - 4.23.1. Knowledge and Talent Management
 - 4.23.2. Knowledge Management Implementation
- 4.24. Transforming Human Resources in the Digital Era
 - 4.24.1. The Socioeconomic Context
 - 4.24.2. New Forms of Corporate Organization
 - 4.24.3. New Methodologies

Module 5. Human Factor Management

- 5.1. Importance of the Human Team
 - 5.1.1. General Aspects
 - 5.1.2. Human Resources Fundamentals and Strategies
 - 5.1.3. Professional Ethics
 - 5.1.4. Decision Making: Financial and Data-Driven
- 5.2. Areas of Human Resources
 - 5.2.1. Employee Work Cycle Management
 - 5.2.2. People Development and Talent Management
 - 5.2.3. Labor Compensation Systems
 - 5.2.4. Employer Branding

- 5.3. Talent Attraction and Training
 - 5.3.1. Business Management from the the People's Perspective
 - 5.3.2. Strategies
 - 5.3.3. Workplace Design
 - 5.3.4. Recruitment, Selection and Attraction of Talent
 - 5.3.5. Training and Career Plan
- 5.4. Digitization of Work Teams
 - 5.4.1. New trends in Managing People
 - 5.4.2. Virtual Team Management
 - 5.4.3. Work Digitalization and Teleworking
 - 5.4.4. Cultural Diversity
 - 5.4.5. Challenges of Employees in Today's Work Context
- 5.5. Coaching
 - 5.5.1. History and Origin
 - 5.5.2. Active Listening
 - 5.5.3. Powerful Questions
 - 5.5.4. Rapport
 - 5.5.5. SMART Objectives
- 5.6. The Coaching Process
 - 5.6.1. Coaching Tools
 - 5.6.2. The Wheel
 - 5.6.3. Intuition
 - 5.6.4. Target for Objectives
- 5.7. Emotional Intelligence
 - 5.7.1. Concept and Importance in the Work Environment
 - 5.7.2. The 6 Fundamental Emotions
 - 5.7.3. M.I.D.E. Method
 - 5.7.4. C.O.R.T.A. Method
- 5.8. Executive Coaching: Leadership
 - 5.8.1. Stakeholders and Process Steps
 - 5.8.2. Leadership and Charisma
 - 5.8.3. Leadership Tools
 - 5.8.4. Leadership Styles

- 5.9. Motivation and Effective use of Time
 - 5.9.1. Definition and Concept of Motivation
 - 5.9.2. Team Motivation Techniques
 - 5.9.3. Valuation of the Use of Time and its Causes
 - 5.9.4. Influencing Factors
- 5.10. Data Analysis in Personnel Management
 - 5.10.1. Big Data applied to Human Resources
 - 5.10.2. Human Resources Analysis, Indicators and Metrics
 - 5.10.3. Methodology for the Analysis: Qualitative and Quantitative
 - 5.10.4. Interpretation of Results

Module 6. Economic and Financial Management

- 6.1. Economic Environment
 - 6.1.1. Macroeconomic Environment and the National Financial System
 - 6.1.2. Financial Institutions
 - 6.1.3. Financial Markets
 - 6.1.4. Financial Assets
 - 6.1.5. Other Financial Sector Entities
- 6.2. Company Financing
 - 6.2.1. Sources of Financing
 - 6.2.2. Types of Financing Costs
- 6.3. Executive Accounting
 - 6.3.1. Basic Concepts
 - 6.3.2. The Company's Assets
 - 6.3.3. The Company's Liabilities
 - 6.3.4. The Company's Net Worth
 - 6.3.5. The Income Statement
- 6.4. Management Accounting to Cost Accounting
 - 6.4.1. Elements of Cost Calculation
 - 6.4.2. Expenses in General Accounting and Cost Accounting
 - 6.4.3. Costs Classification

- 6.5. Information Systems and Business Intelligence
 - 6.5.1. Fundamentals and Classification
 - 6.5.2. Cost Allocation Phases and Methods
 - 6.5.3. Choice of Cost Center and Impact
- 6.6. Budget and Management Control
 - 6.6.1. The Budget Model
 - 6.6.2. The Capital Budget
 - 6.6.3. The Operating Budget
 - 6.6.4. Treasury Budget
 - 6.6.5. Budget Monitoring
- 6.7. Treasury Management
 - 6.7.1. Accounting Working Capital and Necessary Working Capital
 - 6.7.2. Calculation of Operating Cash Requirements
 - 6.7.3. Credit Management
- 6.8. Corporate Tax Responsibility
 - 6.8.1. Basic Tax Concepts
 - 6.8.2. Corporate Income Tax
 - 6.8.3. Value Added Tax
 - 6.8.4. Other Taxes Related to Commercial Activity
 - 6.8.5. The Company as a Facilitator of the Work of the State
- 6.9. Corporate Control Systems
 - 6.9.1. Analysis of Financial Statements
 - 6.9.2. The Company's Balance Sheet
 - 6.9.3. The Profit and Loss Statement
 - 6.9.4. The Statement of Cash Flows
 - 6.9.5. Ratio Analysis
- 6.10. Financial Management
 - 6.10.1. The Company's Financial Decisions
 - 6.10.2. Financial Department
 - 6.10.3. Cash Surpluses
 - 6.10.4. Risks Associated with Financial Management
 - 6.10.5. Financial Administration Risk Management

- 6.11. Financial Planning
 - 6.11.1. Definition of Financial Planning
 - 6.11.2. Actions to be Taken in Financial Planning
 - 6.11.3. Creation and Establishment of the Business Strategy
 - 6.11.4. The Cash Flow Table
 - 6.11.5. The Working Capital Table
- 6.12. Corporate Financial Strategy
 - 6.12.1. Corporate Strategy and Sources of Financing
 - 6.21.2. Financial Products for Corporate Financing
- 6.13. Macroeconomic Context
 - 6.13.1. Macroeconomic Context
 - 6.13.2. Relevant Economic Indicators
 - 6.13.3. Mechanisms for the Control of Macroeconomic Magnitudes
 - 6.13.4. Economic Cycles
- 6.14. Strategic Financing
 - 6.14.1. Self-Financing
 - 6.14.2. Increase in Equity
 - 6.14.3. Hybrid Resources
 - 6.14.4. Financing Through Intermediaries
- 6.15. Money and Capital Markets
 - 6.15.1. The Money Market
 - 6.15.2. The Fixed Income Market
 - 6.15.3. The Equity Market
 - 6.15.4. The Foreign Exchange Market
 - 6.15.5. The Derivatives Market
- 6.16. Financial Analysis and Planning
 - 6.16.1. Analysis of the Balance Sheet
 - 6.16.2. Analysis of the Income Statement
 - 6.16.3. Profitability Analysis
- 6.17. Analyzing and Solving Cases/Problems
 - 6.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

Module 7. Real estate investments: Financial analysis and wealth management

- 7.1. Financial Analysis
 - 7.1.1. Economic Profitability
 - 7.1.2. Financial Profitability
 - 7.1.3. Financial Leverage
 - 7.1.4. Liquidity and Solvency Ratios
 - 7.1.5. Liquidity and solvency ratios
- 7.2. Risk and financial risk analysis
 - 7.2.1. Concept of risk and previous considerations
 - 7.2.2. Types of Risk
 - 7.2.3. Financial Equilibrium Conditions
 - 7.2.4. Working capital or working capital
- 7.3. Land development
 - 7.3.1. Typologies of partnerships for land development
 - 7.3.2. The developer
 - 7.3.3. Self-promotion
 - 7.3.4. The cooperative
- 7.4. Wealth management company
 - 7.4.1. Concept
 - 7.4.2. Types of Businesses
 - 7.4.3. Requirements
 - 7.4.4. Taxation
 - 7.4.5. Advantages and Disadvantages
- 7.5. Real Estate Investment Trusts
 - 7.5.1. Concept
 - 7.5.2. Operation
 - 7.5.3. Taxation
 - 7.5.4. Advantages and Disadvantages
- 7.6. Open-Ended Investment Companies
 - 7.6.1. Concept
 - 7.6.2. Operation
 - 7.6.3. Taxation
 - 7.6.4. Advantages and Disadvantages

- 7.7. Investment Funds
 - 7.7.1. Concept
 - 7.7.2. Operation
 - 7.7.3. Taxation
 - 7.7.4. Advantages and Disadvantages
- 7.8. Real estate investment assets
 - 7.8.1. Residencial Case
 - 7.8.2. Offices
 - 7.8.3. Commercial
 - 7.8.4. Industrial
 - 7.8.5. Land
- 7.9. Income Tax and VAT
 - 7.9.1. Definition and concepts of Personal Income Tax
 - 7.9.2. Return on equity
 - 7.9.3. Performance of the activity
 - 7.9.4. General Aspects
 - 7.9.5. Application
 - 7.9.6. Exemptions
- 7.10. Real estate financing
 - 7.10.1. Sources of Financing
 - 7.10.2. Interest rate
 - 7.10.3. Amortization of loans
 - 7.10.4. Financial Income
- 8.3. Structure and Types of Production (MTS, MTO, ATO, ETO...)
 - 8.3.1. Production System
 - 8.3.2. Production Strategy
 - 8.3.3. Inventory Management System
 - 8.3.4. Production Indicators
- 8.4. Structure and Types of Procurement
 - 8.4.1. Function of Procurement
 - 8.4.2. Procurement Management
 - 8.4.3. Types of Purchases
 - 8.4.4. Efficient Purchasing Management of a Company
 - 8.4.5. Stages of the Purchase Decision Process
- 8.5. Economic Control of Purchasing
 - 8.5.1. Economic Influence of Purchases
 - 8.5.2. Cost Centers
 - 8.5.3. Budget
 - 8.5.4. Budgeting vs. Actual Expenditure
 - 8.5.5. Budgetary Control Tools
- 8.6. Warehouse Operations Control
 - 8.6.1. Inventory Control
 - 8.6.2. Location Systems
 - 8.6.3. Stock Management Techniques
 - 8.6.4. Storage Systems
- 8.7. Strategic Purchasing Management
 - 8.7.1. Business Strategy
 - 8.7.2. Strategic Planning
 - 8.7.3. Purchasing Strategies
- 8.8. Typologies of the Supply Chain Management (SCM)
 - 8.8.1. Supply Chain
 - 8.8.2. Benefits of Supply Chain Management
 - 8.8.3. Logistical Management in the Supply Chain

Module 8. Operations and Logistics Management

- 8.1. Operations Direction and Management
 - 8.1.1. The Role of Operations
 - 8.1.2. The Impact of Operations on the Management of Companies
 - 8.1.3. Introduction to Operations Strategy
 - 8.1.4. Introduction to Operations Strategy
- 8.2. Industrial Organization and Logistics
 - 8.2.1. Industrial Organization Department
 - 8.2.2. Industrial Organization Department

- 8.9. Supply Chain Management
 - 8.9.1. The Concept of Management of the Supply Chain (SCM)
 - 8.9.2. Costs and Efficiency of the Operations Chain
 - 8.9.3. Demand Patterns
 - 8.9.4. Operations Strategy and Change
- 8.10. Interactions Between the SCM and All Other Departments
 - 8.10.1. Interaction of the Supply Chain
 - 8.10.2. Interaction of the Supply Chain. Integration by Parts
 - 8.10.3. Supply Chain Integration Problems
 - 8.10.4. Supply Chain
- 8.11. Logistics Costs
 - 8.11.1. Logistics Costs
 - 8.11.2. Problems with Logistics Costs
 - 8.11.3. Logistic Costs Optimization
- 8.12. Profitability and Efficiency of Logistics Chains: KPIS
 - 8.12.1. Logistics Chain
 - 8.12.2. Profitability and Efficiency of the Logistics Chain
 - 8.12.3. Indicators of Profitability and Efficiency of the Supply Chain
- 8.13. Process Management
 - 8.13.1. Process Management
 - 8.13.2. Process-Based Approach: Process Mapping
 - 8.13.3. Improvements in Process Management
- 8.14. Distribution and Transportation Logistics
 - 8.14.1. Distribution in the Supply Chain
 - 8.14.2. Transportation Logistics
 - 8.14.3. Geographic Information Systems as a Support for Logistics
- 8.15. Logistics and Customers
 - 8.15.1. Demand Analysis
 - 8.15.2. Demand and Sales Forecast
 - 8.15.3. Sales and Operations Planning
 - 8.15.4. Collaborative Planning, Forecasting and Replenishment Planning (CPFR)

- 8.16. International Logistics
 - 8.16.1. Export and Import Processes
 - 8.16.2. Customs
 - 8.16.3. Methods and Means of International Payment
 - 8.16.4. International Logistics Platforms
- 8.17. Outsourcing of Operations
 - 8.17.1. Operations Management and Outsourcing
 - 8.17.2. Outsourcing Implementation in Logistics Environments
- 8.18. Competitiveness in Operations
 - 8.18.1. Operations Management
 - 8.18.2. Operational Competitiveness
 - 8.18.3. Operations Strategy and Competitive Advantages
- 8.19. Quality Management
 - 8.19.1. Internal and External Customers
 - 8.19.2. Quality Costs
 - 8.19.3. Ongoing Improvement and the Deming Philosophy

Module 9. Innovation and Project Management

- 9.1. Innovation
 - 9.1.1. Introduction to Innovation
 - 9.1.2. Innovation in the Entrepreneurial Ecosystem
 - 9.1.3. Instruments and Tools for the Business Innovation Process
- 9.2. Innovation Strategy
 - 9.2.1. Strategic Intelligence and Innovation
 - 9.2.2. Innovation from Strategy
- 9.3. Project Management for Startups
 - 9.3.1. Startup Concept
 - 9.3.2. Lean Startup Philosophy
 - 9.3.3. Stages of Startup Development
 - 9.3.4. The Role of a Project Manager in a Startup
- 9.4. Business Model Design and Validation
 - 9.4.1. Conceptual Framework of a Business Model
 - 9.4.2. Business Model Design and Validation

- 9.5. Project Management
 - 9.5.1. Project Management and Direction: 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
 - 9.3.1. Creation of a Startup
 - 9.3.2. Organization and Culture
 - 9.3.3. Top Ten Reasons Why Startups Fail
 - 9.3.4. 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. Management of Real Estate Transactions: Leasing

- 10.1. Introduction to Leasing
 - 10.1.1. Definition of Lease
 - 10.1.2. Characteristics of the Contract
 - 10.1.3. Scope of Application
 - 10.1.4. Common Regulatory Standards
- 10.2. Lease Agreement
 - 10.2.1. Concept and Characteristics
 - 10.2.2. Elements of the Lease Contract
 - 10.2.3. Common Rights and Duties of the Lessee
 - 10.2.4. Common Rights and Duties of the Lessor
- 10.3. Residential Lease Agreement
 - 10.3.1. Regulatory Nature
 - 10.3.2. Sublease and Lease Assignment
 - 10.3.3. Duration and Subject Matter of the Contract
 - 10.3.4. The Rent
- 10.4. Lease Agreement for Use Other than as a Dwelling
 - 10.4.1. Regulatory Nature
 - 10.4.2. Sublease and Lease Assignment
 - 10.4.3. Duration and Subject Matter of the Contract
 - 10.4.4. The Rent
- 10.5. Lease Agreement for Tourist Use
 - 10.5.1. Definition and General Aspects
 - 10.5.2. Scope of Application
 - 10.5.3. Regulatory Standards and Particular Characteristics
 - 10.5.4. Change of Use of Premises for Rental for Tourism Use
- 10.6. The Bond
 - 10.6.1. Definition and General Aspects
 - 10.6.2. Updating of the Bond
 - 10.6.3. Restitution of the Bond
 - 10.6.4. Supplementary Guarantees

- 10.7. Formalization of the Lease
 - 10.7.1. Formalizing the Contract
 - 10.7.2. Document Requirements
 - 10.7.3. Purpose and Types of Contract
 - 10.7.4. Contract Models
- 10.8. Termination of the Lease
 - 10.8.1. Definition and Causes: Suspension, Termination and Extinction
 - 10.8.2. Habitability of the Dwelling
 - 10.8.3. Obligation Incompliance
 - 10.8.4. Termination of the Lease
- 10.9. Forced Termination of the Lease
 - 10.9.1. Definition and General Aspects
 - 10.9.2. Eviction Lawsuit
 - 10.9.3. Legal Procedure in Case of Non-Payment
 - 10.9.4. Other Causes of Forced Termination of the Lease
- 10.10. Leasing as an Investment Business Model
 - 10.10.1. Profitability of Dwelling Leasing
 - 10.10.2. Definition and Concept of Rental for Tourist Use
 - 10.10.3. Profitability of Leasing for Tourist Use
 - 10.10.4. Taxation of Leasing

Module 11. Management of real estate transactions: Sale and Purchase Transaction

- 11.1. Introduction to the Sale and Purchase Transaction
 - 11.1.1. Definition and Concept
 - 11.1.2. Purpose and Requirements
 - 11.1.3. General Aspects of Buying and Selling
 - 11.1.4. The Thing and the Price
- 11.2. Powers of the Parties Involved
 - 11.2.1. Capacity and Incapacity
 - 11.2.2. Prohibitions on Purchase and Disposal
 - 11.2.3. Limitations on Buying and Selling
 - 11.2.4. Purchase and Sale of Encumbered and/or Leased Property

- 11.3. Pre-purchase Formalities
 - 11.3.1. Pre-purchase formalities
 - 11.3.2. Letter of Intent
 - 11.3.3. Precontract and Promise of Sale
 - 11.3.4. Option to Purchase
- 11.4. Real Estate Due Diligence
 - 11.4.1. Definition and Aspects to be Considered
 - 11.4.2. Information Sources
 - 11.4.3. The Due Diligence Process
 - 11.4.4. The Report
- 11.5. Deposit Agreement
 - 11.5.1. Definition and Types of Earnest Money Contracts
 - 11.5.2. Confirmatory Deposits
 - 11.5.3. Penitential Deposits
 - 11.5.4. Penalty Deposits
- 11.6. Contract of Sale
 - 11.6.1. Definition and General Aspects
 - 11.6.2. Concept and Characteristics of the Contract
 - 11.6.3. Perfection of the Contract
 - 11.6.4. Formalizing the Contract
- 11.7. Obligations of the Seller
 - 11.7.1. Delivery of the Property
 - 11.7.2. Conservation and Custody
 - 11.7.3. Sanitation
 - 11.7.4. Expenses and Taxes
- 11.8. Obligations of the Buyer
 - 11.8.1. Payment of the Price
 - 11.8.2. Payment Methods
 - 11.8.3. Purchase and Sale with Deferred Payment and Warranties
 - 11.8.4. Expenses and taxes

- 11.9. Termination of the Purchase Contract
 - 11.9.1. Definition and General Aspects
 - 11.9.2. Termination of the Contract and its Causes
 - 11.9.3. Common Right of First Refusal
 - 11.9.4. Unilateral Withdrawal
- 11.10. Models of Purchase Contracts
 - 11.10.1. Letter of Intent
 - 11.10.2. Promise of Sale
 - 11.10.3. Deposit agreement
 - 11.10.4. Purchase Option contract

Module 12. Information Systems Management

- 12.1. Technological Environment
 - 12.1.1. Technology and Globalization
 - 12.1.2. Economic Environment and Technology
 - 12.1.3. Technological Environment and its Impact on Companies
- 12.2. Information Systems in Companies
 - 12.2.1. The Evolution of the IT Model
 - 12.2.2. Organization and IT Departments
 - 12.2.3. Information Technology and Economic Environment
- 12.3. Corporate Strategy and Technology Strategy
 - 12.3.1. Creating Value for Customers and Shareholders
 - 12.3.2. Strategic IS/IT Decisions
 - 12.3.3. Corporate Strategy vs Technological and Digital Strategy
- 12.4. Information Systems Management
 - 12.4.1. Corporate Governance of Technology and Information Systems
 - 12.4.2. Management of Information Systems in Companies
 - 12.4.3. Expert Managers in Information Systems: Roles and Functions
- 12.5. Information Technology Strategic Planning
 - 12.5.1. Information Technology Strategic Planning
 - 12.5.2. Strategic Planning of Information Systems
 - 12.5.3. Phases of Information Systems Strategic Planning

- 12.6. Information Systems for Decision Making
 - 12.6.1. Business Intelligence
 - 12.6.2. Data Warehouse
 - 12.6.3. BSC or Balanced Scorecard
- 12.7. Exploring the Information
 - 12.7.1. SQL: Relational Databases. Basic Concepts
 - 12.7.2. Networks and Communications
 - 12.7.3. Operational System: Standardized Data Models
 - 12.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
 - 12.7.5. Strategic DB Analysis and Report Composition
- 12.8. Enterprise Business Intelligence
 - 12.8.1. The World of Data
 - 12.8.2. Relevant Concepts
 - 12.8.3. Main Characteristics
 - 12.8.4. Solutions in Today's Market
 - 12.8.5. Overall Architecture of a BI Solution
 - 12.8.6. Cybersecurity in BI and Data Science
- 12.9. New Business Concept
 - 12.9.1. Why BI?
 - 12.9.2. Obtaining Information
 - 12.9.3. Obtaining Information
 - 12.9.4. Reasons to Invest in BI
- 12.10. BI Tools and Solutions
 - 12.10.1. How to Choose the Best Tool?
 - 12.10.2. Microsoft Power BI, MicroStrategy y Tableau
 - 12.10.3. SAP BI, SAS BI and Qlikview
 - 12.10.4. Prometheus
- 12.11. BI Project Planning and Management
 - 12.11.1. First Steps to Define a BI Project
 - 12.11.2. BI Solution for the Company
 - 12.11.3. Requirements and Objectives

- 12.12. Corporate Management Applications
 - 12.12.1. Information Systems and Corporate Management
 - 12.12.2. Applications for Corporate Management
 - 12.12.3. Enterprise Resource Planning Systems or ERP
- 12.13. Digital Transformation
 - 12.13.1. Conceptual Framework of Digital Transformation
 - 12.13.2. Digital Transformation: Key Elements, Benefits and Drawbacks.
 - 12.13.3. Digital Transformation in Companies
- 12.14. Technology and Trends
 - 12.14.1. Main Trends in the Field of Technology that are Changing Business Models
 - 12.14.2. Analysis of the Main Emerging Technologies
- 12.15. IT Outsourcing
 - 12.15.1. Conceptual Framework of Outsourcing
 - 12.15.2. IT Outsourcing and its Impact on Business
 - 12.15.3. Keys to Implement Corporate IT Outsourcing Projects

Module 13. Market Research, Advertising and Commercial Management

- 13.1. Market Research
 - 13.1.1. Market Research: Historical Origin
 - 13.1.2. Analysis and Evolution of the Conceptual Framework of Marketing Research
 - 13.1.3. Key Elements and Value Contribution of Market Research
- 13.2. Quantitative Research Methods and Techniques
 - 13.2.1. Sample Size
 - 13.2.2. Sampling
 - 13.2.3. Types of Quantitative Techniques
- 13.3. Qualitative Research Methods and Techniques
 - 13.3.1. Types of Qualitative Research
 - 13.3.2. Qualitative Research Techniques

- 13.4. Market Segmentation
 - 13.4.1. Market Segmentation Concept
 - 13.4.2. Utility and Segmentation Requirements
 - 13.4.3. Consumer Market Segmentation
 - 13.4.4. Industrial Market Segmentation
 - 13.4.5. Segmentation Strategies
 - 13.4.6. Segmentation Based on Marketing Mix Criteria
 - 13.4.7. Market Segmentation Methodology
- 13.5. Research Project Management
 - 13.5.1. Market Research as a Process
 - 13.5.2. Planning Stages in Market Research
 - 13.5.3. Stages of Market Research Implementation
 - 13.5.4. Managing a Research Project
- 13.6. International Market Research
 - 13.6.1. International Market Research
 - 13.6.2. International Market Research Process
 - 13.6.3. The Importance of Secondary Sources in International Market Research
- 13.7. Feasibility Studies
 - 13.7.1. Concept and Usefulness
 - 13.7.2. Outline of a Feasibility Study
 - 13.7.3. Development of a Feasibility Study
- 13.8. Advertising
 - 13.8.1. Historical Background of Advertising
 - 13.8.2. Conceptual Framework of Advertising: Principles, Briefing Concept and Positioning
 - 13.8.3. Advertising Agencies, Media Agencies and Advertising Professionals
 - 13.8.4. Importance of Advertising in Business
 - 13.8.5. Advertising Trends and Challenges
- 13.9. Developing the Marketing Plan
 - 13.9.1. Marketing Plan Concept
 - 13.9.2. Situation Analysis and Diagnosis
 - 13.9.3. Strategic Marketing Decisions
 - 13.9.4. Operational Marketing Decisions

- 13.10. Promotion and Merchandising Strategies
 - 13.10.1. Integrated Marketing Communication
 - 13.10.2. Advertising Communication Plan
 - 13.10.3. Merchandising as a Communication Technique
- 13.11. Media Planning
 - 13.11.1. Origin and Evolution of Media Planning
 - 13.11.2. Media
 - 13.11.3. Media Plan
- 13.12. Fundamentals of Commercial Management
 - 13.12.1. The Role of Commercial Management
 - 13.12.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
 - 13.12.3. Commercial Planning Systems of the Company
 - 13.12.4. Main Competitive Strategies
- 13.13. Commercial Negotiation
 - 13.13.1. Commercial Negotiation
 - 13.13.2. Psychological Issues in Negotiation
 - 13.13.3. Main Negotiation Methods
 - 13.13.4. The Negotiation Process
- 13.14. Decision-Making in Commercial Management
 - 13.14.1. Commercial Strategy and Competitive Strategy
 - 13.14.2. Decision-Making Models
 - 13.14.3. Decision-Making Analytics and Tools
 - 13.14.4. Human Behavior in Decision Making
- 13.15. Sales Network Management
 - 13.15.1. Sales Management. Sales Management
 - 13.15.2. Networks Serving Commercial Activity
 - 13.15.3. Salesperson Recruitment and Training Policies
 - 13.15.4. Remuneration Systems for Own and External Commercial Networks
 - 13.15.5. Management of the Commercial Process. Control and Assistance to the Work of the Sales Representatives Based on the Information

- 13.16. Implementing the Commercial Function
 - 13.16.1. Recruitment of Own Sales Representatives and Sales Agents
 - 13.16.2. Commercial Activity Control
 - 13.16.3. The Code of Ethics of Sales Personnel
 - 13.16.4. Compliance with Legislation
 - 13.16.5. Generally Accepted Standards of Business Conduct
- 13.17. Key Account Management
 - 13.17.1. Concept of Key Account Management
 - 13.17.2. The Key Account Manager
 - 13.17.3. Key Account Management Strategy
- 13.18. Financial and Budgetary Management
 - 13.18.1. The Break-Even Point
 - 13.18.2. The Sales Budget. Control of Management and of the Annual Sales Plan
 - 13.18.3. Financial Impact of Strategic Sales Decisions
 - 13.18.4. Cycle Management, Turnover, Profitability and Liquidity
 - 13.18.5. Income Statement

Module 14. Executive Management

- 14.1. General Management
 - 14.1.1. The Concept of General Management
 - 14.1.2. The Role of the CEO
 - 14.1.3. The General Director and its Responsibilities
 - 14.1.4. Transforming the Work of Management
- 14.2. Manager Functions. Organizational Culture and Approaches
 - 14.2.1. Manager Functions. Organizational Culture and Approaches
- 14.3. Operations Management
 - 14.3.1. The Importance of Management
 - 14.3.2. Value Chain
 - 14.3.3. Quality Management
- 14.4. Public Speaking and Spokesperson Training
 - 14.4.1. Interpersonal Communication
 - 14.4.2. Communication Skills and Influence
 - 14.4.3. Communication Barriers

- 14.5. Personal and Organizational Communications Tools
 - 14.5.1. Interpersonal Communication
 - 14.5.2. Interpersonal Communication Tools
 - 14.5.3. Communication in the Organization
 - 14.5.4. Tools in the Organization
- 14.6. Communication in Crisis Situations
 - 14.6.1. Crisis
 - 14.6.2. Phases of the Crisis
 - 14.6.3. Messages: Contents and Moments
- 14.7. Preparation of a Crisis Plan
 - 14.7.1. Analysis of Possible Problems
 - 14.7.2. Planning
 - 14.7.3. Adequacy of Personnel
- 14.8. Emotional Intelligence
 - 14.8.1. Emotional Intelligence and Communication
 - 14.8.2. Assertiveness, Empathy and Active Listening
 - 14.8.3. Self-Esteem and Emotional Communication
- 14.9. Personal Branding
 - 14.9.1. Strategies for Personal Brand Development
 - 14.9.2. Personal Branding Laws
 - 14.9.3. Tools for Creating Personal Brands
- 14.10. Leadership and Team Management
 - 14.10.1. Leadership and Leadership Styles
 - 14.10.2. Leader Capabilities and Challenges
 - 14.10.3. Managing Change Processes
 - 14.10.4. Managing Multicultural Teams

Module 15. Technology applied to Real Estate

- 15.1. New Technologies: PropTech
 - 15.1.1. Introduction
 - 15.1.2. The Process of Change: Internet and SEO Positioning
 - 15.1.3. The process of change: Blockchain and Artificial Intelligence
 - 15.1.4. Tools for Digital Transformation

- 15.2. Social Media
 - 15.2.1. Definition
 - 15.2.2. Specific Aspects
 - 15.2.3. Uses applied to Real Estate
 - 15.2.4. Main Market Operators
- 15.3. Big Data
 - 15.3.1. Definition
 - 15.3.2. Specific Aspects
 - 15.3.3. Uses applied to Real Estate
 - 15.3.4. Main Market Operators
- 15.4. Market Place
 - 15.4.1. Definition
 - 15.4.2. Specific Aspects
 - 15.4.3. Uses applied to Real Estate
 - 15.4.4. Main Market Operators
- 15.5. MLS
 - 15.5.1. Definition
 - 15.5.2. Specific Aspects
 - 15.5.3. Uses applied to Real Estate
 - 15.5.4. Main Market Operators
- 15.6. Customer Relationship Management (CRM)
 - 15.6.1. Definition
 - 15.6.2. Specific Aspects
 - 15.6.3. Uses applied to Real Estate
 - 15.6.4. Main Market Operators
- 15.7. Crowdfunding
 - 15.7.1. Definition
 - 15.7.2. Specific Aspects
 - 15.7.3. Uses applied to Real Estate
 - 15.7.4. Main Market Operators

- 15.8. Fintech
 - 15.8.1. Definition
 - 15.8.2. Specific Aspects
 - 15.8.3. Uses applied to Real Estate
 - 15.8.4. Main Market Operators
- 15.9. Artificial Intelligence and Virtual Reality
 - 15.9.1. Definition
 - 15.9.2. Specific Aspects
 - 15.9.3. Uses applied to Real Estate
 - 15.9.4. Main Market Operators
- 15.10. Automatic Processes: Chatbot
 - 15.10.1. Definition
 - 15.10.2. Specific Aspects
 - 15.10.3. Uses applied to Real Estate
 - 15.10.4. Main Market Operators

Module 16. International Real Estate Law and Taxation in Real Estate Transactions

- 16.1. Introduction to Common Real Estate Law
 - 16.1.1. General aspects of Common Real Estate Law
 - 16.1.2. Registry Security
 - 16.1.3. Characteristics of Common Real Estate Law
 - 16.1.4. International Real Estate Law
- 16.2. Common Real Property Rights
 - 16.2.1. Definition and Concept
 - 16.2.2. Common Property Rights
 - 16.2.3. Beneficial Interest
 - 16.2.4. Easements and Ownership Limitations
- 16.3. The Estate and Immatriculation
 - 16.3.1. Definition and Basic Concepts
 - 16.3.2. Types and Description of Properties
 - 16.3.3. Relation between Cadastre and Registry
 - 16.3.4. Registration
 - 16.3.5. Ownership File

- 16.4. Property Registration
 - 16.4.1. General Aspects of the Registry
 - 16.4.2. The Registrant
 - 16.4.3. Registration Records
 - 16.4.4. Registry Publicity
- 16.5. Registration Procedure
 - 16.5.1. The Presentation Entry
 - 16.5.2. Registry Qualification
 - 16.5.3. Registration in the Land Registry
 - 16.5.4. Preventive Annotations
 - 16.5.5. Other Registry Entries
- 16.6. Horizontal Ownership
 - 16.6.1. Definition and Basics
 - 16.6.2. Constitution
 - 16.6.3. Extinction
 - 16.6.4. Comparable Figures
- 16.7. Real Rights of Common Guarantee: The Mortgage
 - 16.7.1. Real Rights of Common Guarantee:
 - 16.7.2. The Real Estate Mortgage
 - 16.7.3. The Object and Obligation of the Mortgage
 - 16.7.4. Extinguishment of the Mortgage
- 16.8. Introduction to Common Real Estate Taxation
 - 16.8.1. Definition and Concept
 - 16.8.2. General Aspects of Common Real Estate Taxation
 - 16.8.3. Common Obligations and Rights of the Parties Involved
 - 16.8.4. Taxes and Tax Obligations
- 16.9. Value Added Tax
 - 16.9.1. Definition and Concept
 - 16.9.2. Taxable Events
 - 16.9.3. Exemptions and Deductions
 - 16.9.4. International Acquisitions
 - 16.9.5. Taxable Income

- 16.10. Other Taxes
 - 16.10.1. Property Transfer Tax and Stamp Duty
 - 16.10.2. Wealth Tax
 - 16.10.3. Inheritance and Gift Tax
 - 16.10.4. Other Common Taxes

Module 17. Real Estate Appraisals and Valuations¹

- 17.1. Introduction to Real Estate Valuation
 - 17.1.1. General Concepts
 - 17.1.2. Definition of Concepts
 - 17.1.3. Purpose of Real Estate Appraisals
 - 17.1.4. Objectives and Function of Real Estate Valuations
- 17.2. Urban Construction Concepts
 - 17.2.1. Building Use
 - 17.2.2. Building Elements
 - 17.2.3. Concept of Buildability
 - 17.2.4. Types of Surfaces for Valuation Purposes
- 17.3. Value
 - 17.3.1. Definition and General Aspects
 - 17.3.2. Use Value, Exchange Value
 - 17.3.3. Market Value, Price, Cost
 - 17.3.4. Other Value Concepts
- 17.4. International Valuation Standards
 - 17.4.1. Assessment Criteria
 - 17.4.2. IFRS (International Financial Reporting Standards)
 - 17.4.3. US GAAP (US Generally Accepted Accounting Principles)
 - 17.4.4. ASBJ (Accounting Standards Board of Japan)
 - 17.4.5. Difference between International Regulatory Frameworks
- 17.5. Valuation Fundamentals and Structure
 - 17.5.1. Valuation Fundamentals
 - 17.5.2. Valuation Typologies
 - 17.5.3. Valuation Methods
 - 17.5.4. Valuation Structure

- 17.6. Comparative Method
 - 17.6.1. Definition and General Aspects
 - 17.6.2. Market Research
 - 17.6.3. Information Analysis and Value Determination
 - 17.6.4. Homogenization of Samples
- 17.7. Cost Method
 - 17.7.1. Definition and General Aspects
 - 17.7.2. Purpose and Scope of Application
 - 17.7.3. Replacement Value
 - 17.7.4. Depreciation
- 17.8. Residual and Capitalization Method
 - 17.8.1. Definition and General Aspects
 - 17.8.2. Unit Value and Impact Value
 - 17.8.3. Capitalization Techniques
 - 17.8.4. Components of a Rental Property Valuation
- 17.9. The Valuation Report
 - 17.9.1. Definition and Characteristics
 - 17.9.2. Formal Aspects of the Report
 - 17.9.3. Structure of the Valuation Report
 - 17.9.4. Appraiser's Liability
- 17.10. Judicial Expert
 - 17.10.1. Definition and Fields of Application
 - 17.10.2. Expert Recognition
 - 17.10.3. Types of Expert Reports
 - 17.10.4. Structure and Preparation of the Expert Report

Module 18. Real Estate Development: Construction and Renovation

- 18.1. Planning
 - 18.1.1. New Construction
 - 18.1.2. Reforms
 - 18.1.3. Regulations and Previous Formalities
 - 18.1.4. Documentation

- 18.2. Design
 - 18.2.1. New construction
 - 18.2.2. Reforms
 - 18.2.3. Project
 - 18.2.4. Planimetry
- 18.3. Foundations
 - 18.3.1. Superficial
 - 18.3.2. Foundations
 - 18.3.3. Earth Containment
 - 18.3.4. Quality and Regulatory Controls
- 18.4. Structure
 - 18.4.1. Structural Elements
 - 18.4.2. New construction
 - 18.4.3. Renovations
 - 18.4.4. Quality and Regulatory Controls
- 18.5. Construction Techniques
 - 18.5.1. Materials and Characteristics
 - 18.5.2. Traditional Construction Systems
 - 18.5.3. Prefabricated Constructive Systems
 - 18.5.4. Details and Finishes
- 18.6. Facilities
 - 18.6.1. Accessibility and Fire Protection
 - 18.6.2. Ventilation and Air Conditioning
 - 18.6.3. Water Supply
 - 18.6.4. Sanitation
 - 18.6.5. Regulations
- 18.7. Measurements and Budgets
 - 18.7.1. Basic Concepts
 - 18.7.2. Planning
 - 18.7.3. Realization
 - 18.7.4. Variations

- 18.8. Execution of Work
 - 18.8.1. Planning
 - 18.8.2. Development
 - 18.8.3. Documentation
 - 18.8.4. Construction Control
- 18.9. Construction Control
 - 18.9.1. Agents
 - 18.9.2. Development
 - 18.9.3. Documentation
 - 18.9.4. Certification
- 18.10. Responsibilities
 - 18.10.1. Agents
 - 18.10.2. Criminal law
 - 18.10.3. Civil law
 - 18.10.4. Morals

Module 19. Importance of the Final Product: Interior Design and Home Staging

- 19.1. Introduction
 - 19.1.1. Interior Design: A Bit of History
 - 19.1.2. Materials Applied in Interiors
 - 19.1.3. Systems Applied Indoors
 - 19.1.4. Sustainability in Interior Design
- 19.2. Study of the Source Product
 - 19.2.1. Definition and Concept
 - 19.2.2. Guidelines to Consider
 - 19.2.3. Study Structure
 - 19.2.4. Definition of Objectives
- 19.3. End-buyer Study
 - 19.3.1. Definition and Concept
 - 19.3.2. Guidelines to Consider
 - 19.3.3. Study Structure
 - 19.3.4. Definition of Objectives

- 19.4. Methodology and Tools
 - 19.4.1. Programs and Applications used in Design
 - 19.4.2. Lighting
 - 19.4.3. Applied Design in Furniture
 - 19.4.4. Design Applied to Construction Elements
- 19.5. Construction and Rehabilitation
 - 19.5.1. Definition and Concept
 - 19.5.2. Prior Studies
 - 19.5.3. Budget Selection
 - 19.5.4. Renovation Implementation
- 19.6. New Space Design
 - 19.6.1. Design for Living
 - 19.6.2. Relation Between Spaces and People
 - 19.6.3. Anthropological Basis
 - 19.6.4. Psychological Fundamentals of Design: Biophilic Design
 - 19.6.5. Distribution of Space
 - 19.6.6. Furniture layout
 - 19.6.7. Lighting
- 19.7. Decoration/Emotional Interior Design
 - 19.7.1. Trends
 - 19.7.2. Decorative Styles
 - 19.7.3. Color and Texture
 - 19.7.4. Materials
- 19.8. Home Staging
 - 19.8.1. Consulting
 - 19.8.2. Physical Home Staging
 - 19.8.3. Virtual Home Staging
 - 19.8.4. Express Home Staging
- 19.9. Product presentation
 - 19.9.1. General Considerations
 - 19.9.2. Property Preparation
 - 19.9.3. Photographs of the Asset
 - 19.9.4. Sales Dossier

- 19.10. Final Product Sales Strategy
 - 19.10.1. General Considerations
 - 19.10.2. Advertising Tools
 - 19.10.3. Marketing Plan
 - 19.10.4. Sales Strategies

Module 20. Urban Law

- 20.1. Introduction to Common Urban Law
 - 20.1.1. Concept
 - 20.1.2. General Considerations
 - 20.1.3. Urban Development Activity
 - 20.1.4. Intervening Agents
- 20.2. Land market Intervention Instruments
 - 20.2.1. Public Land Patrimonies
 - 20.2.2. Common Surface Right
 - 20.2.3. Right of First Refusal
 - 20.2.4. Right of Withdrawal
- 20.3. Protection of the Common Urban Legality
 - 20.3.1. Irregular Building Acts
 - 20.3.2. Certificates of Habitability
 - 20.3.3. Urban Inspection Services
 - 20.3.4. Means of Defense for Individuals
 - 20.3.5. Penalty Regime: Urbanistic Infractions and Penalties
- 20.4. Penalty Regime
 - 20.4.1. Urban Penalty Law. Inspiring Principles
 - 20.4.2. Urban Infractions
 - 20.4.3. Persons Responsible for Urban Infractions
 - 20.4.4. Urban Development Penalties
 - 20.4.5. Penalty Procedure
 - 20.4.6. Crimes Against Land Use Planning

- 20.5. Administrative Intervention in the Building and Use of Common Land
 - 20.5.1. Urban Planning Licenses: Concept and Nature
 - 20.5.2. Acts Subject to Urban Planning Licenses and Obligated Parties
 - 20.5.3. Types of Urban Planning Licenses
 - 20.5.4. Building or Construction Licenses According to Land Class
 - 20.5.5. Licensing Procedure
 - 20.5.6. Effects and Termination of the License
 - 20.5.7. Jurisdictional Review
 - 20.5.8. The Duty of Conservation
 - 20.5.9. Execution Orders
 - 20.5.10. Declaration of Ruin
- 20.6. Urban Development Land
 - 20.6.1. Definition
 - 20.6.2. Urban Land
 - 20.6.3. Rural Land
 - 20.6.4. Land for Development
- 20.7. Urban Planning Status of Land Ownership
 - 20.7.1. Legislation Applicable to the Urban Planning Status of Common Land Ownership
 - 20.7.2. Classification and Qualification of Land
 - 20.7.3. Urban land Regime
 - 20.7.4. Common Urban Development Rights
 - 20.7.5. Common Urban Planning Obligations
- 20.8. Access to the Land Registry for Urban Development Actions
 - 20.8.1. Introduction
 - 20.8.2. Registrable Acts
 - 20.8.3. Reparcelization Projects
 - 20.8.4. Urban Expropriations
 - 20.8.5. Land Transfers in New Construction Projects
 - 20.8.6. Acts of Subdivision
 - 20.8.7. Transfers Subject to Common Right of First Refusal and Pre-emption Rights
- 20.9. Urban Development Agreements
 - 20.9.1. General Aspects of Urban Planning Agreements
 - 20.9.2. Urban Planning Agreements
 - 20.9.3. Urban Development Agreements for Execution
 - 20.9.4. Urban Expropriation Agreements
 - 20.9.5. Urban Development Agreements between Public Administrations
 - 20.9.6. Challenging Urban Development Agreements
 - 20.9.7. Registration Issues
- 20.10. Land Management in the Environmental Field
 - 20.10.1. Correcting Territorial Imbalances
 - 20.10.2. Effectiveness and Efficiency in Public Policies. Economic and Social Cohesion
 - 20.10.3. Preservation of Natural and Heritage Areas and Resources
 - 20.10.4. Relation between Country and City



A complete program that will allow you to advance progressively and completely, from the comfort of your home. All you'll need is a device with an Internet connection!"

04

Teaching Objectives

The main objective of this Advanced Master's Degree in Senior Management of Real Estate Companies is to provide students with a comprehensive and up-to-date specialization in the management of real estate companies, enabling them to develop successfully in a highly competitive market. In this way, professionals will acquire in-depth knowledge of investment strategies, project development, industry regulations and efficient resource management, ensuring effective and sustainable management of real estate organizations.



“

You will be able to identify, evaluate and mitigate risks associated with real estate projects, ensuring the success of business initiatives”



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
- ♦ Delve into the sustainability criteria set by international standards when developing a business plan
- ♦ Encourage the creation of corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives
- ♦ Differentiate the skills required to manage business activities strategically
- ♦ Work more effectively, more agile and more aligned with today's new technologies and tools
- ♦ Design innovative strategies and policies to improve management and business efficiency
- ♦ Define the best way to manage the company's human resources, achieving a better performance of the same.
- ♦ Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community
- ♦ Clarify the economic environment in which the company operates and develop appropriate strategies to anticipate changes.





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. Management of Real Estate Transactions: Leasing

- ♦ Develop skills to manage leasing contracts, both residential and commercial, ensuring compliance with current regulations
- ♦ Apply effective strategies for the management of leased properties, optimizing profitability and managing associated risks

Module 11. Management of Real Estate Transactions: Purchase and sale

- ♦ Analyze the impact of market trends and price fluctuations on real estate transactions
- ♦ Obtain skills in property valuation and the application of efficient sales strategies that maximize return on investment

Module 12. Information Systems Management

- ♦ Implement advanced technologies to improve operational efficiency and property-related data management
- ♦ Evaluate the performance of information systems used in the real estate industry, applying technological tools for the optimization of processes

Module 13. Market Research, Advertising and Commercial Management

- ♦ Apply market research methodologies to analyze real estate trends and customer needs
- ♦ Develop advertising and marketing strategies that effectively promote real estate properties and services

Module 14. 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 15. Technology Applied to Real Estate

- ♦ Identify emerging technologies that are transforming the real estate industry, such as artificial intelligence, big data, and online management platforms
- ♦ Apply digital tools to improve property management, real estate development and customer experience

Module 16. International Real Estate Law and Taxation in Real Estate Transactions

- ♦ Understand the international legal regulations affecting real estate transactions and the tax implications of transactions in different jurisdictions
- ♦ Acquire skills to manage international real estate transactions, including buying and selling, leasing and financing

Module 17. Real Estate Appraisals and Valuations

- ♦ Evaluate factors that influence property values, such as location, state of preservation, and market conditions
- ♦ Apply valuations in strategic decisions to buy, sell and finance properties, maximizing return on investment

Module 18. Real Estate Development: Construction and Renovation

- ◆ Develop strategies to optimize costs and deadlines of construction projects, ensuring quality and compliance with regulations
- ◆ Apply project management techniques to coordinate multi-disciplinary teams and ensure the successful completion of real estate development projects

Module 19. Importance of the Final Product: Interior Design and Home Staging

- ◆ Apply home staging strategies to transform spaces and increase the perceived value of a property
- ◆ Encourage creativity in interior design to adapt to real estate market trends and potential buyers' preferences

Module 20. Urban Law

- ◆ Understand the principles and regulations of urban planning law and their impact on the development of real estate projects
- ◆ Evaluate the legal and environmental implications of urban development, ensuring that real estate projects comply with regulations and contribute to sustainable development

05

Career Opportunities

Upon completion of this Advanced Master's Degree in Senior Management of Real Estate Companies, professionals will have a solid understanding of the most effective strategies for managing and directing complex real estate projects. At the same time, graduates will design and implement strategic plans that optimize investment and property development. In this way, experts will enhance their career prospects and assume specialized roles as Real Estate Project Managers.



“

You will manage the development of new real estate projects, from land acquisition to construction completion”

Graduate Profile

Graduates of this program are highly qualified professionals capable of managing and directing complex real estate projects. They also have a deep knowledge of investment strategies, property development and industry regulations. In addition, they are prepared to design and implement customized strategic plans, collaborate with multidisciplinary teams and act as mediators between investors, clients and regulatory entities, promoting sustainable and profitable real estate development.

You will oversee the daily operations of a real estate company, ensuring its efficiency.

- ♦ **Strategic Management of Real Estate Projects:** Professionals develop skills to plan, execute and supervise complex real estate projects, ensuring compliance with established strategic objectives, deadlines and budgets
- ♦ **Real Estate Market Analysis:** A crucial skill is the ability to research and analyze trends in the real estate market, identifying investment opportunities and evaluating the viability of new developments
- ♦ **Effective Communication and Negotiation:** Graduates acquire skills to communicate clearly and persuasively with different stakeholders, including clients, investors and strategic partners, as well as to negotiate beneficial agreements that favor the organization
- ♦ **Financial and Budget Management:** In the current context, it is essential that professionals have advanced financial tools for budget management, cost analysis and resource optimization, guaranteeing the economic sustainability of real estate projects



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

- 1. Real Estate Management Director:** Expert in the management and direction of real estate projects, supervising all phases from planning to execution and closure, ensuring compliance with time, cost and quality objectives
- 2. Real Estate Investment Advisor:** Professional in charge of providing strategic advice on investments within the real estate sector, analyzing markets, trends and development opportunities to maximize return on investment
- 3. Real Estate Project Development Manager:** Responsible for coordinating and managing the development of new real estate projects, from the acquisition of land to the completion of construction, guaranteeing the viability and profitability of the projects
- 4. Real Estate Marketing Specialist:** Professional dedicated to designing and implementing marketing strategies to promote properties and real estate developments, increasing their visibility and attractiveness in the market through effective campaigns and the use of digital technologies
- 5. Real Estate Market Analyst:** Expert in researching and analyzing trends in the real estate market, providing insights and accurate data to facilitate strategic decision making in business projects and operations
- 6. Real Estate Sales Coordinator:** Responsible for supervising and managing sales teams, developing strategies to achieve sales objectives and maximize the commercial performance of properties and real estate developments
- 7. Real Estate Sustainability Consultant:** Professional specialized in integrating sustainable practices into real estate projects, promoting responsible development and compliance with environmental regulations to improve the efficiency and social impact of real estate investments
- 8. Real Estate Operations Manager:** Responsible for overseeing the daily operations of a real estate company, ensuring efficiency and effectiveness in the management of properties, rentals and maintenance, optimizing operational processes
- 9. Strategic Alliances Manager:** Responsible for establishing and managing alliances with key partners, including developers, investors and financial institutions, to promote the growth and expansion of the real estate company through strategic collaborations
- 10. Property Manager:** Professional dedicated to the integral management of residential and commercial properties, including maintenance, administration of lease agreements and tenant services, ensuring the profitability and good condition of the properties



You will manage the development of new real estate projects, from the acquisition of land to the completion of construction"

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

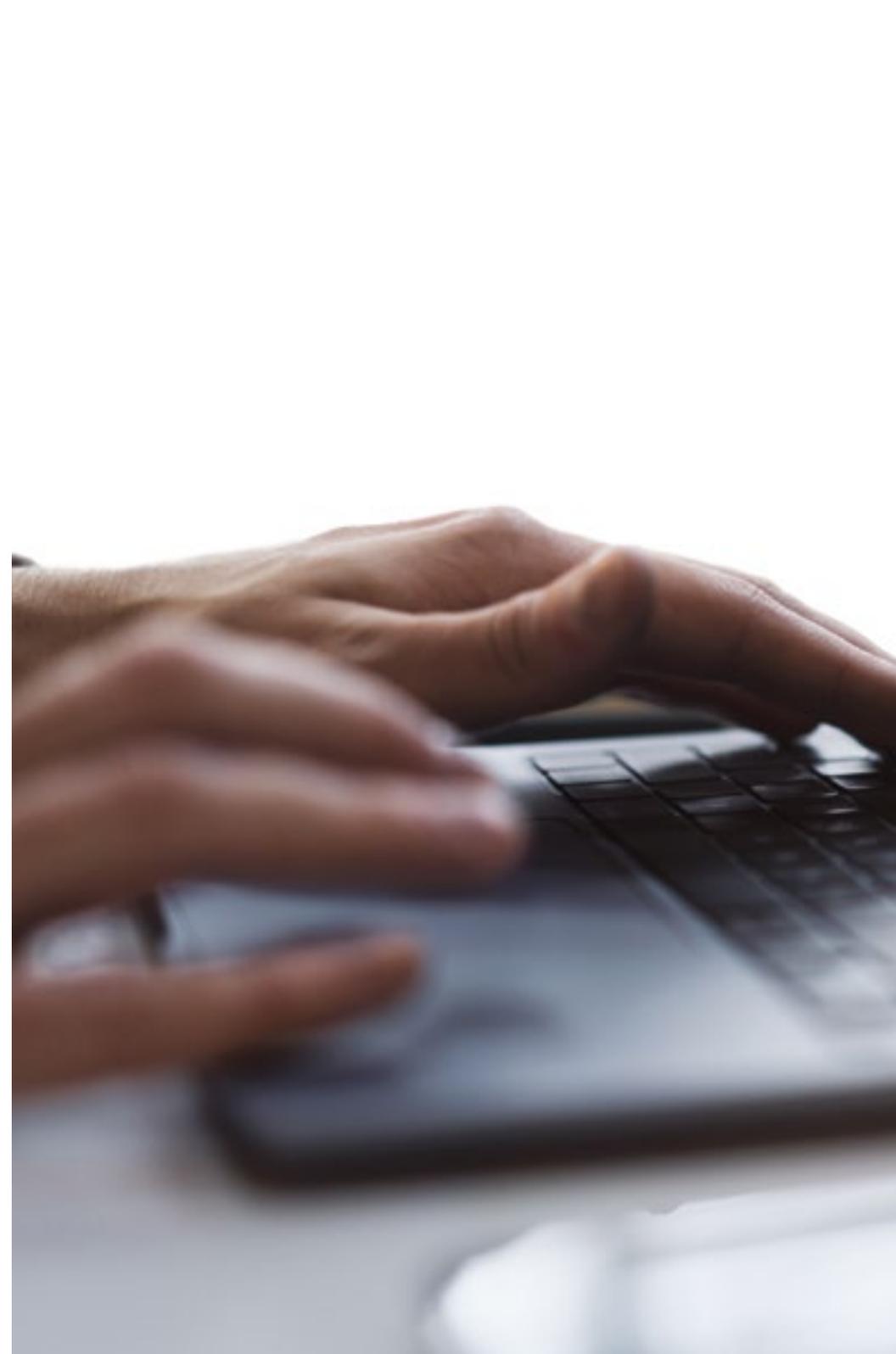
In TECH's study methodology, the student is the main protagonist.

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.

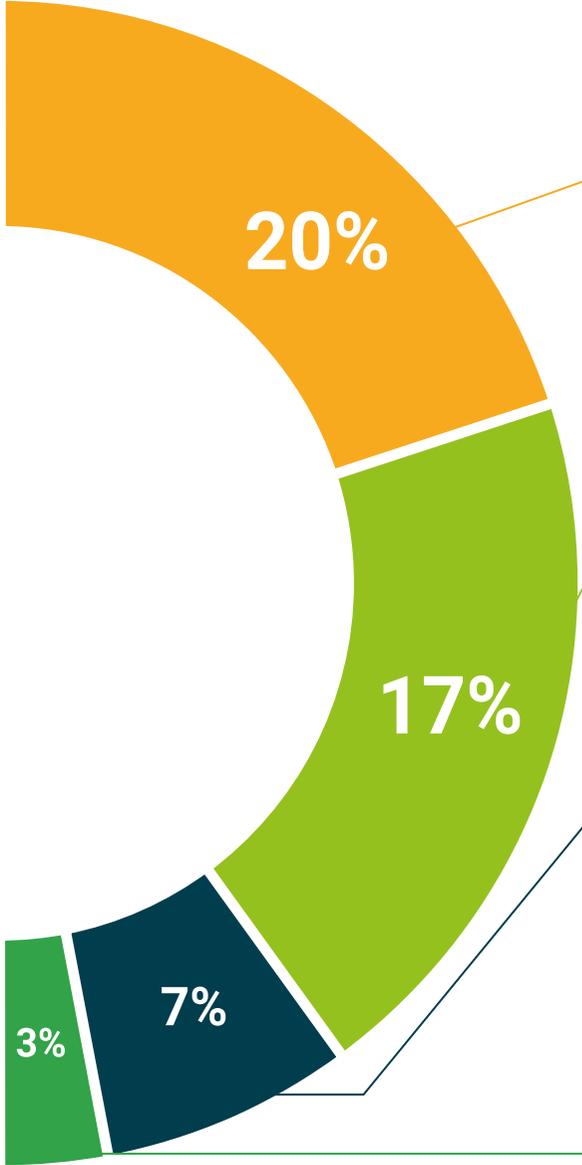
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



Additional Reading

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





Case Studies

Students will complete a selection of the best case studies in the field. Cases that are presented, analyzed, and supervised by the best specialists in the world.



Testing & Retesting

We periodically assess and re-assess your knowledge throughout the program. We do this on 3 of the 4 levels of Miller's Pyramid.



Classes

There is scientific evidence suggesting that observing third-party experts can be useful.
Learning from an expert strengthens knowledge and memory, and generates confidence for future difficult decisions.



Quick Action Guides

TECH offers the most relevant contents of the course in the form of worksheets or quick action guides. A synthetic, practical and effective way to help students progress in their learning.



07

Teaching Staff

In its firm commitment to offer the most comprehensive and up-to-date university programs on the academic scene, TECH carries out a meticulous process to establish its teaching staff. As a result, the current Advanced Master's Degree has brought together the best specialists in the field of Senior Management of Real Estate Companies. In this way, they have designed a wide range of teaching materials characterized by their high quality and applicability to the requirements of the current labor market. In this way, students will enjoy an immersive experience that will improve their job prospects.



“

An experienced teaching staff specialized in Senior Management of Real Estate Companies will guide you throughout the syllabus, answering any questions you may have”

International Guest Director

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

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

Jennifer Dove has demonstrated her commitment to continuous professional development 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 senior recruiting positions at companies in a variety of fields.

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



Ms. Dove, Jennifer

- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition, NBCUniversal Media, 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 **clouds** services **and** end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees.

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

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



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

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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-effectivedecarbonization**" 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

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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 process and workflow management improvements 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

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International Guest Director

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

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

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

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

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



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 University of Eastern Piedmont

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International Guest Director

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

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

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

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

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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 pivotal role in **overseeing logistics and creative workflows** across multiple 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, he 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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Management



Dr. Diego Loras González

- ♦ CEO and founder of Loan Soluciones Financieras
- ♦ Sales Manager at Homes Agents
- ♦ Area Manager at Tecnocasa
- ♦ Law Degree from the Complutense University of Madrid

Professors

Mr. Fernando Pérez Rubio

- ♦ Manager, administrator and construction manager in several construction companies
- ♦ Manager and administrator at Constructora 973 SL
- ♦ Decorator and foreman at Ambiental SL
- ♦ Responsible for buying and selling assets for refurbishment

Mr. Raúl Martínez Monte

- ♦ Commercial and Financial Director at Homes.AG
- ♦ Rental Management Coordinator at Solfinc SL
- ♦ Graduate in Economics from Pompeu Fabra University.
- ♦ Postgraduate degree in Financial Markets from the University of Alicante.

Ms. Fernández Blanca, Ana

- ♦ Real Estate Advisor and Area Manager
- ♦ Expert in Negotiation, Customer Acquisition and Social Networks
- ♦ Degree in Business Administration



Ms. Sastre, Yolanda

- ◆ Real Estate Agent in the Madrid Area
- ◆ Coordinator in the Sales Department
- ◆ Administrative Technician
- ◆ Freelancer Photographer
- ◆ Higher Vocational Training in Secretarial Management and Administration
- ◆ Higher Vocational Training in Human Resources and Personnel Recruiting
- ◆ Higher Vocational Training in Personal Image Consulting and Aesthetic Medicine

Mr. Rodríguez Fernández, Borja Jaime

- ◆ General Director of Management of New Construction Developments at Nuevo Valkey
- ◆ Sales Advisor and Office Manager in Grupo Tecnocasa
- ◆ Degree in Business Administration and Management

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Certificate

The Advanced Master's Degree in Senior Management of Real Estate Companies guarantees students, in addition to the most rigorous and up-to-date education, access to a Postgraduate Certificate issued by TECH Global University.



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