Executive Master's Degree

Business Consulting

MBC

tech technological university

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Executive Master's Degree

Business Consulting

- Modality: **online**
- Duration: **12 months**
- Certificate: **TECH Technological University**
- Dedication: **16h/week**
- Schedule: **at your own pace**
- Exams: **online**
- Target Group: **Graduates, engineers, architects and equivalents, who have already started a professional career in consulting.**

Website: **www.techtitute.com/us/school-of-business/professional-master-degree/master-business-consulting**

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01

Welcome

Globalization and multiple technological advances have generated a change in traditional business models. Business consulting is based on an analysis of a company's situation, obtaining an overall picture that allows each field to be addressed independently while also ensuring the company's future progression. Therefore, it is essential to have professionals who are capable of performing such analyses and adapting to new market trends. Once they have completed this program, business experts will have the tools that will allow them to understand the current business reality and specialize in the field, being able to access new professional opportunities, such as being the director of an investment portfolio or the person in charge of carrying out a company's communication plans.

Executive Master's Degree in Business Consulting.
TECH Technological University

Consolidate your professional skills and develop a successful career in the business consulting industry by enrolling in an up-to-date program developed by a faculty with extensive experience in important consulting positions"

02

Why Study at TECH?

TECH is the world's largest 100% online business school. It is an elite business school, with a model based on the highest academic standards. A world-class centre for intensive managerial skills training.

TECH is a university at the forefront of technology, and puts all its resources at the student's disposal to help them achieve entrepreneurial success”

At TECH Technological University

Innovation

The university offers an online learning model that combines the latest educational technology with the most rigorous teaching methods. A unique method with the highest international recognition that will provide students with the keys to develop in a rapidly-evolving world, where innovation must be every entrepreneur's focus.

"Microsoft Europe Success Story", for integrating the innovative, interactive multi-video system.

The Highest Standards

Admissions criteria at TECH are not economic. Students don't need to make a large investment to study at this university. However, in order to obtain a qualification from TECH, the student's intelligence and ability will be tested to their limits. The institution's academic standards are exceptionally high...

95% | **of TECH students successfully complete their studies**

Networking

Professionals from countries all over the world attend TECH, allowing students to establish a large network of contacts that may prove useful to them in the future.

100,000+
executives trained each year

200+
different nationalities

Empowerment

Students will grow hand in hand with the best companies and highly regarded and influential professionals. TECH has developed strategic partnerships and a valuable network of contacts with major economic players in 7 continents.

500+ | **collaborative agreements with leading companies**

Talent

This program is a unique initiative to allow students to showcase their talent in the business world. An opportunity that will allow them to voice their concerns and share their business vision.

After completing this program, TECH helps students show the world their talent.

Multicultural Context

While studying at TECH, students will enjoy a unique experience. Study in a multicultural context. In a program with a global vision, through which students can learn about the operating methods in different parts of the world, and gather the latest information that best adapts to their business idea.

TECH students represent more than 200 different nationalities.

Learn with the best

In the classroom, TECH's teaching staff discuss how they have achieved success in their companies, working in a real, lively, and dynamic context. Teachers who are fully committed to offering a quality specialization that will allow students to advance in their career and stand out in the business world.

Teachers representing 20 different nationalities.

"At TECH, you will have access to the most rigorous and up-to-date case studies in the academic community"

TECH strives for excellence and, to this end, boasts a series of characteristics that make this university unique:

Analysis

TECH explores the student's critical side, their ability to question things, their problem-solving skills, as well as their interpersonal skills.

Academic Excellence

TECH offers students the best online learning methodology. The university combines the Relearning method (a postgraduate learning methodology with the highest international rating) with the Case Study. A complex balance between tradition and state-of-the-art, within the context of the most demanding academic itinerary.

Economy of Scale

TECH is the world's largest online university. It currently boasts a portfolio of more than 10,000 university postgraduate programs. And in today's new economy, **volume + technology = a ground-breaking price**. This way, TECH ensures that studying is not as expensive for students as it would be at another university.

03

Why Our Program?

Studying this TECH program means increasing the chances of achieving professional success in senior business management.

It is a challenge that demands effort and dedication, but it opens the door to a promising future. Students will learn from the best teaching staff and with the most flexible and innovative educational methodology.

We have highly qualified teachers and the most complete syllabus on the market, which allows us to offer you training of the highest academic level"

This program will provide students with a multitude of professional and personal advantages, particularly the following:

01

A significant career boost

By studying at TECH, students will be able to take control of their future and develop their full potential. By completing this program, students will acquire the skills required to make a positive change in their career in a short period of time.

70% of participants achieve positive career development in less than 2 years.

02

Develop a strategic and global vision of companies

TECH offers an in-depth overview of general management to understand how each decision affects each of the company's different functional areas.

Our global vision of companies will improve your strategic vision.

03

Consolidate the student's senior management skills

Studying at TECH means opening the doors to a wide range of professional opportunities for students to position themselves as senior executives, with a broad vision of the international environment.

You will work on more than 100 real senior management cases.

04

Take on new responsibilities

The program will cover the latest trends, advances and strategies, so that students can carry out their professional work in a changing environment.

45% of graduates are promoted internally.

05

Access to a powerful network of contacts

TECH connects its students to maximize opportunities. Students with the same concerns and desire to grow. Therefore, partnerships, customers or suppliers can be shared.

You will find a network of contacts that will be instrumental for professional development.

06

Thoroughly develop business projects

Students will acquire a deep strategic vision that will help them develop their own project, taking into account the different areas in companies.

20% of our students develop their own business idea.

07

Improve soft skills and management skills

TECH helps students apply and develop the knowledge they have acquired, while improving their interpersonal skills in order to become leaders who make a difference.

Improve your communication and leadership skills and enhance your career.

08

Be part of an exclusive community

Students will be part of a community of elite executives, large companies, renowned institutions, and qualified professors from the most prestigious universities in the world: the TECH Technological University community.

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

04

Objectives

This Executive Master's Degree has been designed to help business experts to specialize in consulting, developing new professional skills for a successful career in the sector. After completing the program, the student will be ready to face new challenges within a company or start an independent project, providing services to the industry. In this way, you will be contributing to the economic development of society.

The objective of this Executive Master's Degree is to expose the reality of consulting today, allowing you to understand this environment and become a specialist in order to lead an investment team that believe in the future of the company"

TECH makes the goals of their students their own goals too. Working together to achieve them.

This **Executive Master's Degree in Business Consulting** qualifies students to:

01 Learn about the type of services provided in business consulting according to trends, business and technological disruptions and the needs for change and adaptation demanded by companies

02 Acquire a complete vision of the reality of business consulting companies, how they are organized, how they provide their services, what professionals they need to develop their services, what types of projects they carry out and how they carry them out from a methodological perspective

03 Understand the overall strategic planning process and how it adds value to organizations

04 Understand the elements of a structure and methodology of analysis of an industrial sector, or for a company. Managing the sources of competition, supply chain, customers, potential substitutes or barriers to business entry

05 Provide students with the essential knowledge about the importance and effects of debt, as well as alternatives to bank financing and the particularities of refinancing processes, which are so topical nowadays

06 Understand the valuation tools and the main drivers of value generation in the company

07 Understand the possibilities of fund raising in the capital markets and the implications of corporate M&A transactions

08 From the most general to the most particular, the student will learn to differentiate between the company's strategy and how to implement it in its operation

09 Know the techniques and methodologies for the development of projects related to the analysis, improvement and transformation of processes, detailing aspects such as optimization, digitalization and robotization of processes through technology, introducing aspects such as process mining, activity mining and robotization

10 Understand what a general consulting sales process looks like

11 Identify the different types of corporations in terms of organizational model

12 Understand how the finance function is organized in companies, and what operating models exist in business organizations

13 Understand the concept of innovation, which is often misunderstood

14 Analyze the new role of technology in the company, the new trends and their direct application with specific real cases

05

Skills

This Executive Master's Degree will prepare students to improve their skills and become expert business consultants, enhancing their ability to make decisions that boost a company's results. They will be able to advance their careers and move up in an organization as CFO (Chief Financial Officer) or take the reins of their profession and start as CEO (Chief Executive Officer) of their own company. All this, thanks to a stimulating and up-to-date program, available in an online format.

Business consultants are experts in their sector, capable of advising and making decisions based on logic and empirical data"

01 Improve skills to actively listen to the needs of the company, understanding all parties involved in the business

02 Develop the ability to engage key members of the organization without disrupting their day-to-day functions

03 Achieve real objectives and perform a dynamic analysis between the business and its customers

04 Improve communication skills to express your ideas clearly

05 Correctly use investment channels (own and third party), to include new technologies in a company

06 Understand the financial functions and the operating models that exist within them

07 Use and extract analytical information to support their proposals and research

08 Offer valid alternatives for the company and its environment, without forgetting the innovative, useful, practical and concrete quality

09 Be able to manage any technology transformation project

10 Be able to break down the work into phases, activities and tasks to meet customer deadlines

06

Structure and Content

This Executive Master's Degree in Business Consulting is a completely online program, in which professionals and business owners who wish to specialize in the field will not have to put their other commitments on hold in order to study. Therefore, they will be in charge of establishing the timetable and the place where they can study the course. Over a period of 12 months, they will go through a unique and stimulating experience that will serve as a foundation for their success in the business world.

Do you want to go one step further in your career an be a prestigious CFO? Then this program is for you. Enroll now and get access to the most complete syllabus on the market"

Syllabus

In many cases, companies contact professional consultants to give them information on how to help them improve their sales strategies, communications plans or annual projections. That is why this position has become so in demand today, making a program like this Executive Master's Degree in Business Consulting from TECH Technological University, a benchmark for all those interested in this field.

The contents that students will find in this Executive Master's Degree in Business Consulting are designed to promote their managerial skills and to make decisions that benefit any company, taking into account an analytical criterion that supports any development plan.

This way, throughout the 1,500 hours of the course, the student will have access to multiple case studies presented by experts in the industry. They will learn the basic fundamentals of this sector, such as the type of services provided in business consulting, taking into account trends and social fields.

A plan designed for the professional improvement of students that will prepare them to achieve excellence in the field of Business Consulting. Through innovative content based on the latest market trends, this syllabus is adapted to the needs of professionals, and can be studied completely online.

This Executive Master's Degree takes place over 12 months and is divided into 10 modules:

Module 1	Business Consulting and the Role of the Consultant
Module 2	Strategy
Module 3	Corporate Finance and M&A
Module 4	Operations, Processes and Efficiency
Module 5	Marketing and Sales in Consulting
Module 6	Organization, People and Organizational Culture
Module 7	Financial Function
Module 8	Innovation
Module 9	Technology and Digitization
Module 10	Integrated Project Management

Where, When and How is it Taught?

TECH offers the possibility of developing this Executive Master's Degree in Business Consulting completely online. Over the course of 12 months, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

A unique, key and decisive educational experience to boost your professional development and make the definitive leap forward.

Module 1. Business Consulting and the Role of the Consultant

1.1. The Target Business Reality of Business Consulting
1.1.1. Company Classification
1.1.2. Corporate Structure
1.1.3. Competitive Advantages and Business Survival

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

1.3. Types of Consulting Services
1.3.1. Consulting Services
1.3.2. Specific Business Consulting Services
1.3.3. Consulting According to the Sector

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

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

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

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

1.8. Recruitment Modalities
1.8.1. "Project Closed"
1.8.2. Time & Materials
1.8.3. Outsourcing and Bodyshopping
1.8.4. Other Modalities

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

1.10. Organization of a Consulting Firm
1.10.1. Management
1.10.2. Sectors
1.10.3. Functions
1.10.4. According to Geographical Scope of Application

Module 2. Strategy

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

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

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

2.4. Diagnosis of the Organization
2.4.1. Competitive Differentiation: Analysis of the Portfolio of Products and Services
2.4.2. Profitability Analysis, Strengths and Weaknesses. Analysis of Capacities in the Main Markets

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

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

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

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

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

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

Module 3. Corporate Finance and M&A

3.1. Corporate Finance
3.1.1. Financial Analysis: NOF, WC, Operating, Financial and Profitability Ratios
3.1.2. Sustainable Growth or Without Extra Funding
3.1.3. DuPont or ROE Analysis

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

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

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

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

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

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

3.8. Mergers and Acquisitions (M&A)
3.8.1. Main Reasons for Mergers and Acquisitions
3.8.2. The M&A Process
3.8.3. Financing Structures in the M&A Process

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

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

Module 4. Operations, Processes and Efficiency

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

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

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

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

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

4.6. The Operational Process Par Excellence: The Supply Chain
4.6.1. The Supply Chain
4.6.2. Supply Chain Challenges
4.6.3. Solutions Through Operations

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

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

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

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

Module 5. Marketing and Sales in Consulting

5.1. The Marketing and Sales Function in Consulting
5.1.1. Marketing and Positioning
5.1.2. Relationship between Marketing and Sales
5.1.3. Sales in Consulting

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

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

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

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

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

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

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

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

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

Module 6. Organization, People and Organizational Culture

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

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

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

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

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

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

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

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

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

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

Module 7. Financial Function

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

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

7.2.3. Keys to Balance Sheet Analysis
7.2.4. Keys to Income Statement Analysis

7.3. Analytical Accounting
7.3.1. Taxonomy of Costs
7.3.2. Types of Cost Allocation
- 7.3.2.1. Standard Cost
- 7.3.2.2. Analytical Models

7.3.3. Types of Analytical Models
- 7.3.3.1. Direct Costing
- 7.3.3.2. Full Costing
- 7.3.3.3. Activity-Based Costing

7.4. Treasury and Financial Risks
7.4.1. The Treasury Function
7.4.2. Organizational and Governance Model of the Treasury Function
7.4.3. Functions
- 7.4.3.1. Working Capital Management
- 7.4.3.2. Cash Flow Management
- 7.4.3.3. Liquidity Management

7.4.4. Tendencies
7.4.5. Treasury-Related Systems and Applications
7.4.6. Treasury Reports
- 7.4.6.1. Structure of Treasury Reports
- 7.4.6.2. Classification of the Different Types of Receipts and Payments
- 7.4.6.3. The Budget for Collections and Payments
- 7.4.6.4. Optimization of Cash Surpluses
- 7.4.6.5. Practical Business Management Conclusions

7.5. Corporate Performance Management (CPM)
7.5.1. Strategic Financial Planning
- 7.5.1.1. Process
- 7.5.1.2. Good Practices
- 7.5.1.3. Models (Structure, Working Capital, Debt/Equity, Tax, Others)

7.5.2. Budget
- 7.5.2.1. Budget Dimensions
- 7.5.2.2. Budgeting Techniques
- 7.5.2.3. Common Problems

7.5.3. Consolidation
- 7.5.3.1. Corporate Taxonomy in Parent Company Consolidation
- 7.5.3.2. Soc. Dependent
- 7.5.3.3. Soc. Multigroup
- 7.5.3.4. Soc. Associate
- 7.5.3.5. Consolidation Methods
  - 7.5.3.5.1. Global
  - 7.5.3.5.2. Proportional
  - 7.5.3.5.3. Equity Method
- 7.5.3.6. Stages of the Process
  - 7.5.3.6.1. Homogenize
  - 7.5.3.6.2. Add
  - 7.5.3.6.3. Adjust
  - 7.5.3.6.4. Reports

7.5.4. Common Problems

7.6. Financial Reporting
7.6.1. Data
7.6.2. Information Sources
7.6.3. Types of Reporting Solutions
7.6.4. Implementation Methodologies
7.6.5. Expected Profits

7.7. Adapting the Finance Function to the New Digital Era
7.7.1. Trends
- 7.7.1.1. Talent Management and Organizational Design
- 7.7.1.2. Digital Processes/Automation
- 7.7.1.3. New Generation ERP Systems
- 7.7.1.4. Cloud and SaaS
- 7.7.1.5. Internet of Things
- 7.7.1.6. Blockchain
- 7.7.1.7. Big Data & Analytics

7.7.2. Financial Management Challenges
7.7.3. Solutions
- 7.7.3.1. Strategy, Integration, Function Transformation
- 7.7.3.2. Efficiency and Automation (RPA / Artificial Intelligence)
- 7.7.3.3. Performance Improvement
- 7.7.3.4. Treasury Management
- 7.7.3.5. Governance and Internal Control

7.8. Organizational and Operational Models of Finance function
7.8.1. Models of Organization of Financial Function
7.8.2. Centralization vs. Decentralization
7.8.3. Centralization: Introduction to Different Models
- 7.8.3.1. Shared Services Center (SSC)
- 7.8.3.2. Multi-Function Shared Services (MFSS)
- 7.8.3.3. Global Business Sevices (GBS)
- 7.8.3.4. Integrated Business Services (IBS)
- 7.8.3.5. Business Process Management (BPO)

7.9. Governance and Internal Control
7.9.1. The Role of Internal Control
7.9.2. Internal Control over Financial Reporting
7.9.3. Frame of Reference
7.9.4. Internal Control System Over Financial Reporting
7.9.5. The Role of Supervision and the Role of the Audit Committee

7.10. Financial Function Consulting
7.10.1. Consulting for Financial Function According to the Area of Operation
7.10.2. Types of Projects
7.10.3. Organization of Financial Consulting Projects

Module 8. Innovation

8.1. Innovation
8.1.1. Innovation
- 8.1.1.1. Innovation and Misconceptions
- 8.1.1.2. Basic Premises of Innovation
- 8.1.1.3. Redefining Innovation

8.1.2. Common Errors
- 8.1.2.1. Falling Into the Trap of Consistency and Compromise
- 8.1.2.2. Confusing Technical Problems with Innovation Problems
- 8.1.2.3. Develop Tactical Solutions to Strategic Problems and Vice Versa

8.2. Innovative Thinking and Culture
8.2.1. The Talent Needed to Innovate
- 8.2.1.1. The Myth of the Expert
- 8.2.1.2. Variety is the Key to Success
- 8.2.1.3. The Talent of Innovative Companies
- 8.2.1.4. Ideal Profile of a Company's Innovation Manager

8.2.2. Collaborative Culture
- 8.2.2.1. Without Collaboration There is no Innovation
- 8.2.2.2. Towards a Culture of Collaboration
- 8.2.2.3. Values

8.2.3. Models for Seeding a Culture of Innovation

8.3. Soft Skills as a Driver of Innovation
8.3.1. The Soft Skills Revolution
- 8.3.1.1. The Fourth Industrial Revolution
- 8.3.1.2. The Soft Revolution
- 8.3.1.3. Soft Skills
- 8.3.1.4. Soft Skills vs. Hard Skills

8.3.2. Soft Skills
- 8.3.2.1. The Soft Skills Needed for Innovation
- 8.3.2.2. Developing Soft Skills to Innovate in You
- 8.3.2.3. Development of Soft Skills for Business Innovation

8.4. Innovation Ecosystems
8.4.1. The Innovation Ecosystem
- 8.4.1.1. The Triple and Quadruple Helix
- 8.4.1.2. Protagonists of Innovation Ecosystems
- 8.4.1.3. Building an Innovation Ecosystem for a Business

8.4.2. Open Innovation
- 8.4.2.1. Benefits and Weaknesses of the Different Models
- 8.4.2.2. When and How Much to Open Innovation
- 8.4.2.3. Examples

8.4.3. Main Collaborative Innovation Tools
- 8.4.3.1. Analog Tools
- 8.4.3.2. Digital Tools
- 8.4.3.3. Business Selection Process

8.5. Business Innovation System
8.5.1. Innovation Systems
- 8.5.1.1. The Importance of Size
- 8.5.1.2. The Innovation System, a Tailor-Made Suit for our Organization
- 8.5.1.3. Types of Innovation Systems

8.5.2. Innovation Cycle
- 8.5.2.1. The Scientific Method
- 8.5.2.2. Phases of the Innovation Cycle
- 8.5.2.3. Failure Management

8.5.3. Fundamental Elements of a System
- 8.5.3.1. Knowledge Management
- 8.5.3.2. Measuring Innovation
- 8.5.3.3. Financing Innovation

8.6. Identification of Problems and Opportunities for Innovation
8.6.1. Problem Identification
- 8.6.1.1. Operational and Strategic Issues
- 8.6.1.2. Classification of Problems
- 8.6.1.3. How to Create a Problem Map

8.6.2. Problem Prioritization
- 8.6.2.1. Ruling out Technical Problems
- 8.6.2.2. The Prioritization Matrix
- 8.6.2.3. Group Exercises

8.6.3. Dissecting Problems and Defining Challenges
- 8.6.3.1. Problems vs. Challenges
- 8.6.3.2. Dissection of Problems
- 8.6.3.3. Definition of Challenges
- 8.6.3.4. Challenge Sizing (Potential Return)

8.7. Development of Innovative Solutions
8.7.1. Design of Innovative Solutions
- 8.7.1.1. Creativity Techniques
- 8.7.1.2. Building Blocks for Innovation
- 8.7.1.3. Creativity Training

8.7.2. Identification of Risks
- 8.7.2.1. Generation Risks
- 8.7.2.2. Market Risks
- 8.7.2.3. Financial Risks
- 8.7.2.4. Prioritization Matrix of Hypothetical Solutions

8.7.3. Iterative Experimentation and Validation
- 8.7.3.1. Reasoning for Experimenting and not Surveying
- 8.7.3.2. Design of Tests and Experiments According to Risk Type
- 8.7.3.3. Measurement of Results, Analysis, Conclusions and Iteration

8.9. Innovative and Intelligent Sustainable Urban Developments (Smart Cities)
8.9.1. Fostering Innovation in Sustainable and Intelligent Development
- 8.9.1.1. Innovation as a Driver of Sustainable Development
- 8.9.1.2. Impacts Sought

8.9.2. Smart Cities Innovation
- 8.9.2.1. Smart Cities
- 8.9.2.2. Innovation in the Development of Cities

8.9.2.3. Promotion of the Innovative Ecosystem of Cities
- 8.9.2.4. Public-Private Cooperation

8.9.3. Innovation in Smart Regions
- 8.9.3.1. Innovation in Regional Development
- 8.9.3.2. Promoting the Innovative Ecosystem of the Regions
- 8.9.3.3. The Impact of Smart Regions

8.10. Public Financing of Innovation
8.10.1. Financing Innovation
- 8.10.1.1. Reasons for Financing
- 8.10.1.2. Objectives of Innovation Financing
- 8.10.1.3. Benefits of Financing Innovation

8.10.2. Public Financing of Innovation
- 8.10.2.1. Public Financing
- 8.10.2.2. European Funding Sources
- 8.10.2.3. Impact of Publicly Financed Projects

Module 9. Technology and Digitization

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

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

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

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

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

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

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

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

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

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

Module 10. Integrated Project Management

10.1. The Project and its Relationship with Management

10.1.1. The Project and Project Management
- 10.1.1.1. The Project
- 10.1.1.2. Management
- 10.1.1.3. The Lifecycle
- 10.1.1.4. Roles in Project Management
- 10.1.1.5. Benefits of Project Management

10.1.2. Types of Projects
- 10.1.2.1. Processes
- 10.1.2.2. Integration and Technology
- 10.1.2.3. Strategy

10.1.3. Project Organization

10.2. Relevant Considerations in Project Management

10.2.1. PMBOK
- 10.2.1.1. Relevant Aspects
- 10.2.1.2. Main Benefits

10.2.2. Value Realization Office
- 10.2.2.1. Relevant Aspects
- 10.2.2.2. Main Benefits

10.2.3. Waterfall
- 10.2.3.1. Relevant Aspects
- 10.2.3.2. Main Projects for Which this Methodology is Intended
- 10.2.3.3. Main Benefits

10.2.4. AGILE
- 10.2.4.1. Relevant Aspects
- 10.2.4.2. Main Projects for Which this Methodology is Intended
- 10.2.4.3. Main Benefits

10.3. Scope and Expectation Management

10.3.1. Scope Management Plan
- 10.3.1.1. The Scope
- 10.3.1.2. Main Features
- 10.3.1.3. Verify the Scope

10.3.2. Expectation Management
- 10.3.2.1. Identify Customer Expectations
- 10.3.2.2. Scope vs. Expectations
- 10.3.2.3. Verify and Close the Final Scope

10.3.3. Risks and Benefits

10.4. Project Planning

10.4.1. Planning a Project
- 10.4.1.1. Planning of Objectives, Activities and Major Milestones
- 10.4.1.2. Planning of Key Deliverables
- 10.4.1.3. Planning Tools (Dashboard)

10.4.2. Equipment Planning
- 10.4.2.1. Resource Estimation Techniques and Tools (Top-Down, Bottom-Up, Delphi Estimation, Parametric Estimation, etc.)
- 10.4.2.2. Estimation of Resources: Roles, Responsibilities and Costs
- 10.4.2.3. Service Continuity Plan

10.4.3. Time Planning
- 10.4.3.1. Sequencing of Activities
- 10.4.3.2. Development of the Work Schedule
- 10.4.3.3. Control of the Work Schedule

10.5. Team Management (HR)

10.5.1. Team Plan
- 10.5.1.1. People Plan
- 10.5.1.2. Selection of the Project Team
- 10.5.1.3. Performance Evaluation Systems

10.5.2. Develop the Project Team
- 10.5.2.1. Acquisition of Equipment
- 10.5.2.2. Assigning the Team to the Project

10.5.3. Project Team Management
- 10.5.3.1. Need to Coordinate and Lead the Team Effectively
- 10.5.3.2. Collaborative Teamwork Management Tools
- 10.5.3.3. Conflict Management
- 10.5.3.4. Service Continuity Plan
- 10.5.3.5. Feedback and Assessment of Team Performance

10.6. Cost Management

10.6.1. Cost Estimates
- 10.6.1.1. Cost Management Plan
- 10.6.1.2. Project Cost Estimation
- 10.6.1.3. Cost Management Techniques and Tools

10.6.2. The Budget
- 10.6.2.1. Determination of the Budget
- 10.6.2.2. Budget Selection Methodologies
- 10.6.2.3. Techniques and Tools for Budget Definition

10.6.3. Cost Control
- 10.6.3.1. Cost Control Objectives
- 10.6.3.2. Measuring the Progress of Project Posts
- 10.6.3.3. Cost Control Techniques and Tools

10.7. Communications Management Communication

10.7.1. Stakeholder identification
- 10.7.1.1. Identification of Internal and External Agents
- 10.7.1.2. Identification of Stakeholder Expectations
- 10.7.1.3. Techniques and Tools for Stakeholder Identification and Categorization

10.7.2. The Communication Plan
- 10.7.2.1. Identification of Main Messages for Each Agent Typology
- 10.7.2.2. Identification and Definition of the Main Communication Channels
- 10.7.2.3. Communication Requirements Analysis
- 10.7.2.4. Communication Typology: Verbal-Written / Formal-Informal
- 10.7.2.5. Communication Techniques and Tools

10.7.3. Control of Communication Actions
- 10.7.3.1. Action Planning (Timeline, Resources, Deadlines, Expected Results, Etc.)
- 10.7.3.2. Communication Actions Control Tools
- 10.7.3.3. Measuring the Results of Communication Actions

10.8. Quality Management

10.8.1. Quality Analysis and Quality Control (Quality Analysis - QA)
- 10.8.1.1. Quality Management
- 10.8.1.2. Expected Achievements
- 10.8.1.3. Quality Measurement Indicators (Standards)

10.8.2. Quality Assurance Actions
- 10.8.2.1. Planning of Review Activities: Monthly and Annual Reports, etc
- 10.8.2.2. Quality Audits
- 10.8.2.3. Continuous Improvement

10.8.3. Project Quality Control
- 10.8.3.1. Quality Feedback Tools for Deliverables Quality
- 10.8.3.2. Management of Conformities and Non-Conformities of Deliverables
- 10.8.3.3. Peer Review and its Main Benefits
- 10.8.3.4. Measuring the Quality of Deliverables

10.9. Risk Management

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

10.9.2. Monitoring of the Contingency Plan
- 10.9.2.1. Quantitative and Qualitative Risk Analysis
- 10.9.2.2. Probability and Impact Assessment
- 10.9.2.3. Monitoring Tools

10.9.3. Risk Monitoring and Control
- 10.9.3.1. Risk Register: Owners, Actions, Symptoms, Risk Levels
- 10.9.3.2. Mitigation Action Planning
- 10.9.3.3. Audit and Monitoring of Risks
- 10.9.3.4. Monitoring of the Results of the Implemented Action Plans
- 10.9.3.5. Re-Evaluation of Risk

10.10. Project Closure and Change Management

10.10.1. Change Management
- 10.10.1.1. Knowledge Transfer
- 10.10.1.2. Phases of Knowledge Transfer
- 10.10.1.3. Planning the Transfer of Knowledge: Training, Materials, Etc

10.10.2. Project Closure
- 10.10.2.1. Collection of Information
- 10.10.2.2. Final Analysis and Main Conclusions
- 10.10.2.3. The Closing Meeting
- 10.10.2.4. Analysis of the Following Steps

10.10.3. The Impact of the Project
- 10.10.3.1. The Importance of Measuring the Impacts Obtained
- 10.10.3.2. Impact Within the Organization
- 10.10.3.3. Customer Impact Management

07

Methodology

This academic program offers students a different way of learning. Our methodology uses a cyclical learning approach: **Relearning.**

This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.

Discover Relearning, a system that abandons conventional linear learning, to take you through cyclical teaching systems: a way of learning that has proven to be extremely effective, especially in subjects that require memorization"

TECH Business School uses the Case Study to contextualize all content

Our program offers a revolutionary approach to developing skills and knowledge. Our goal is to strengthen skills in a changing, competitive, and highly demanding environment.

At TECH, you will experience a learning methodology that is shaking the foundations of traditional universities around the world"

This program prepares you to face business challenges in uncertain environments and achieve business success.

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

A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch to present executives with challenges and business decisions at the highest level, whether at the national or international level. This methodology promotes personal and professional growth, representing a significant step towards success. The case method, a technique that lays the foundation for this content, ensures that the most current economic, social and business reality is taken into account.

> *You will learn, through collaborative activities and real cases, how to solve complex situations in real business environments"*

The case method has been the most widely used learning system among the world's leading business schools for as long as they have existed. The case method was developed in 1912 so that law students would not only learn the law based on theoretical content. It consisted of presenting students with real-life, complex situations for them to make informed decisions and value judgments on how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

What should a professional do in a given situation? This is the question we face in the case method, an action-oriented learning method. Throughout the program, the studies will be presented with multiple real cases. They must integrate all their knowledge, research, argue and defend their ideas and decisions.

Relearning Methodology

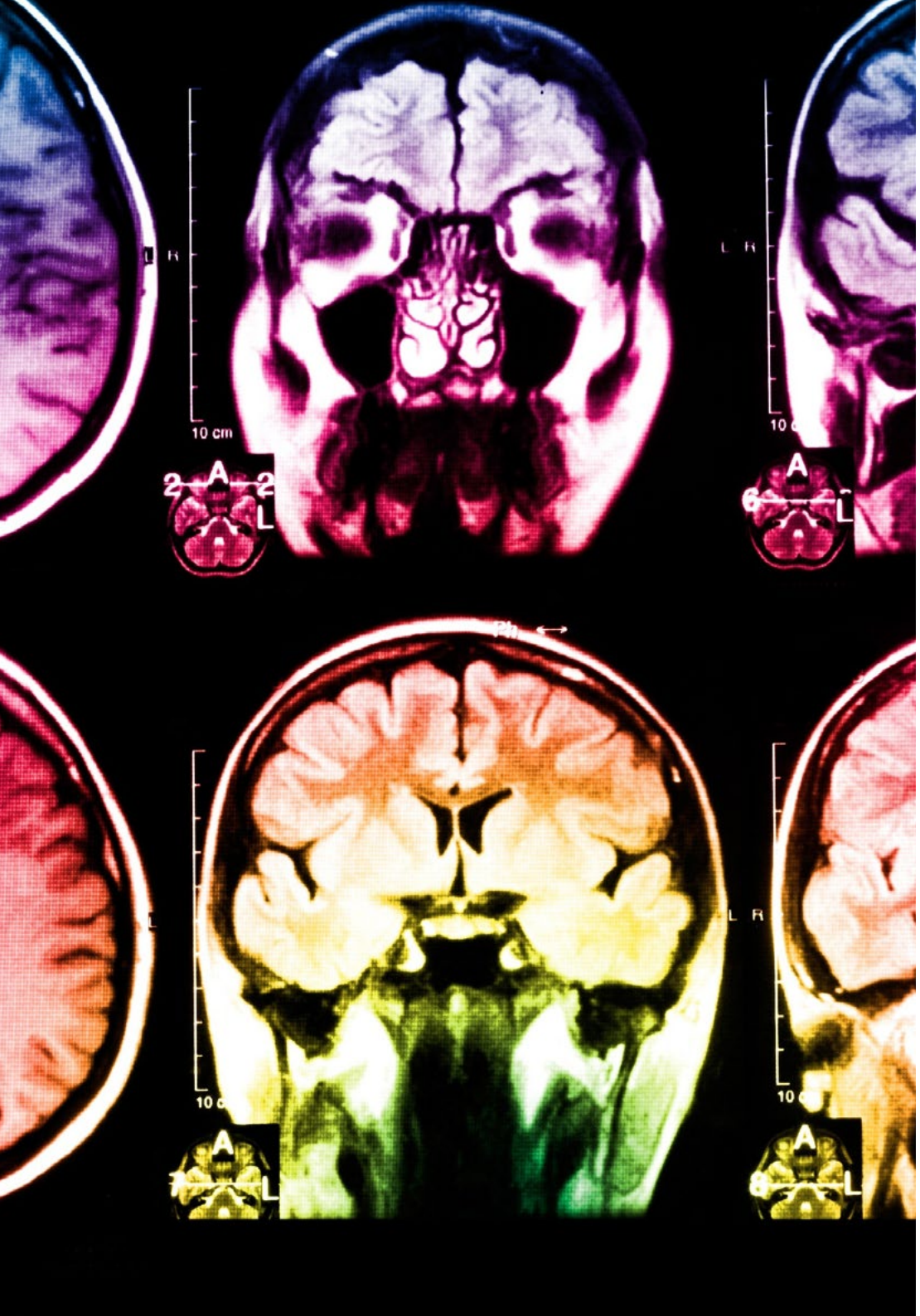
TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

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

Our online system will allow you to organize your time and learning pace, adapting it to your schedule. You will be able to access the contents from any device with an internet connection.

At TECH you will learn using a cutting-edge methodology designed to train the executives of the future. This method, at the forefront of international teaching, is called Relearning.

Our online business school is the only one in the world licensed to incorporate this successful method. In 2019, we managed to improve our students' overall satisfaction levels (teaching quality, quality of materials, course structure, objectives...) based on the best online university indicators.



In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically. With this methodology we have trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, markets, and financial instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years.

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

From the latest scientific evidence in the field of neuroscience, not only do we know how to organize information, ideas, images and memories, but we know that the place and context where we have learned something is fundamental for us to be able to remember it and store it in the hippocampus, to retain it in our long-term memory.

In this way, and in what is called neurocognitive context-dependent e-learning, the different elements in our program are connected to the context where the individual carries out their professional activity.

This program offers the best educational material, prepared with professionals in mind:

Study Material

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

These contents are then applied to the audiovisual format, to create the TECH online working method. All this, with the latest techniques that offer high quality pieces in each and every one of the materials that are made available to the student.

Classes

There is scientific evidence suggesting that observing third-party experts can be useful.

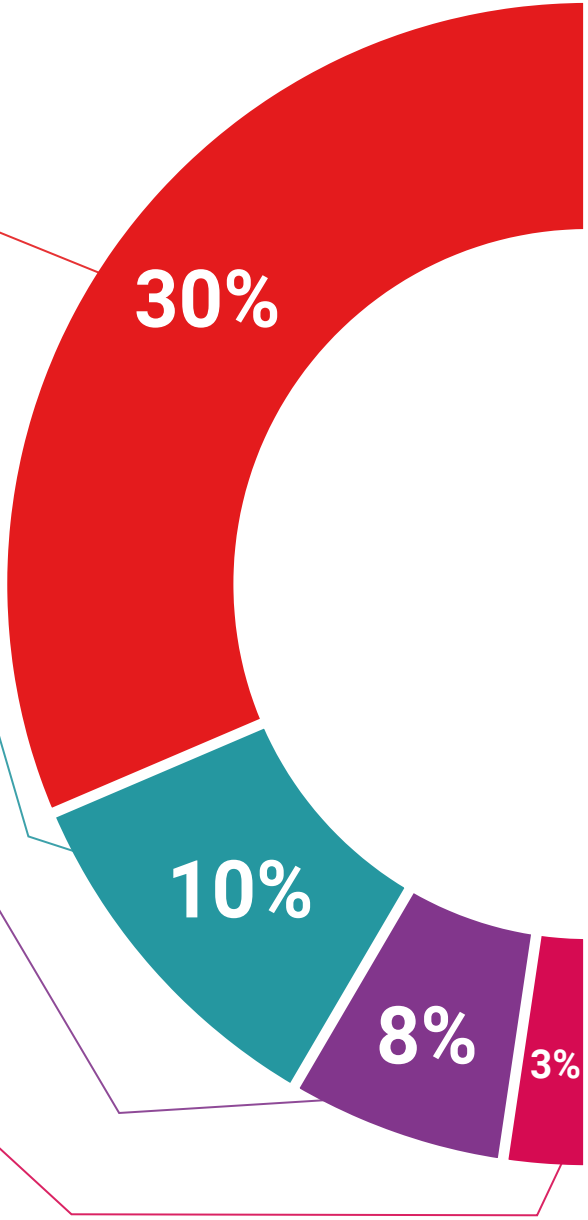
Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.

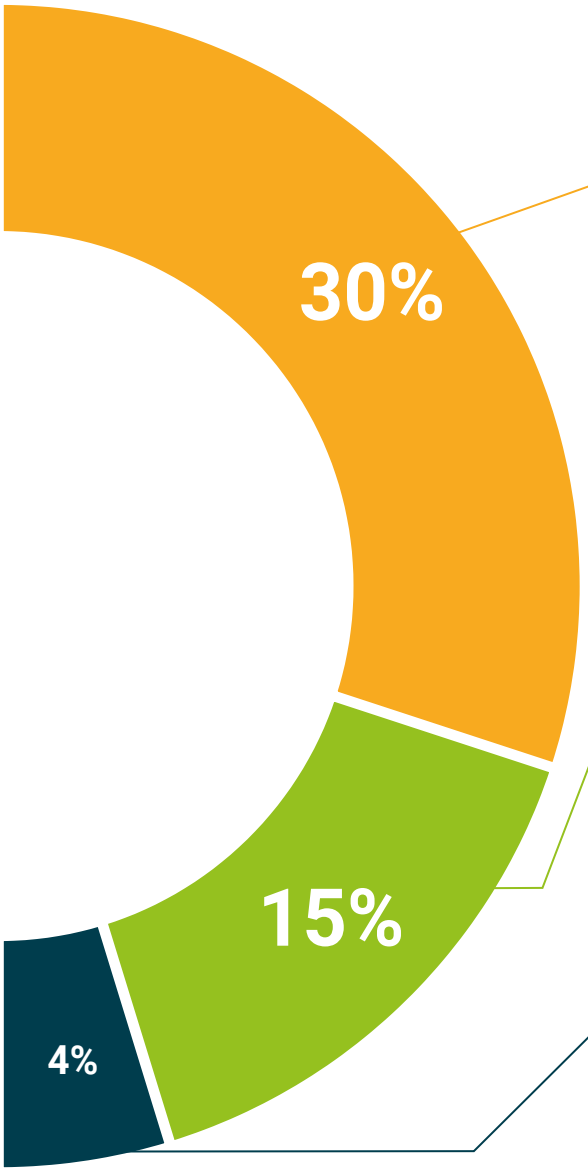
Management Skills Exercises

They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.

Additional Reading

Recent articles, consensus documents and international guidelines, among others. In TECH's virtual library, students will have access to everything they need to complete their course.





Case Studies

Students will complete a selection of the best case studies chosen specifically for this program. Cases that are presented, analyzed, and supervised by the best senior management specialists in the world.

Interactive Summaries

The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

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

Testing & Retesting

We periodically evaluate and re-evaluate students' knowledge throughout the program, through assessment and self-assessment activities and exercises, so that they can see how they are achieving their goals.

08

Our Students’ Profiles

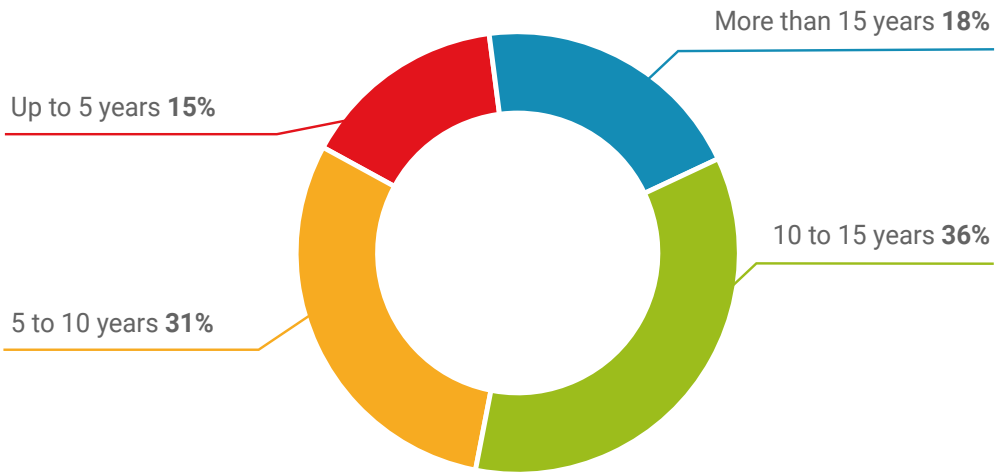
Today, business professionals work for all types of companies and organizations to improve their performance, efficiency and profitability. Therefore, this program is aimed at graduates, engineers and architects who have already started their career in this sector and want to delve into a new area and master knowledge of the latest developments and market trends.

Get your courage and don't think twice. Sign up to a program that will lead you to success in the world of business consulting"

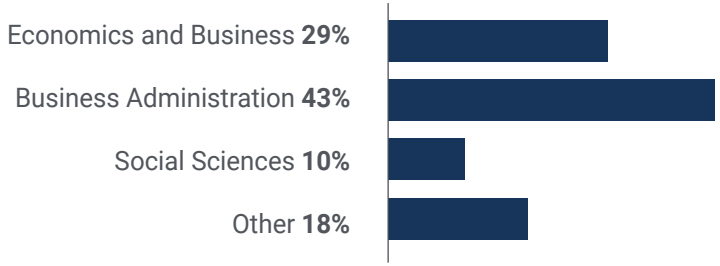
Average Age

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

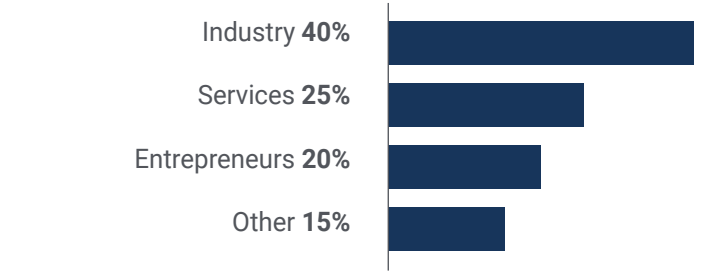
Years of Experience



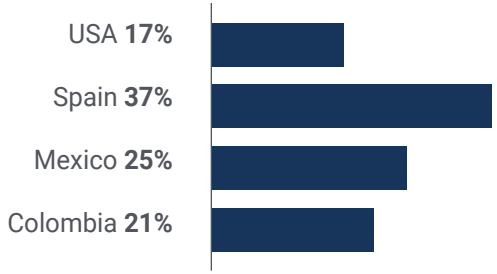
Training



Academic Profile



Geographical Distribution



Maria Bastilleros

CEO of a Consulting Firm

"As a professional, there came a time in my career when a change was necessary. To carry out this project and dedicate myself completely to what I am most passionate about: finance. That is why, with this program, I have managed to find a new path, independently starting my own company to support others and find a strategy that will allow them to grow"

09

Course Management

This program stands out for the quality of the teaching staff in charge of each academic session. They are first class professionals, who have extensive experience and long careers in the business field. In addition, all of them are currently active, so they are always aware of the reality fo the business world and the need for this type of services.

The best experts in business consulting share with you the experience from their professional career in a program with first class educational and academic content"

Management

Mr. Pérez-Ayala, Luis Yusty

- Financial and Management Control Director of SENER's Engineering, Infrastructure, Energy and Marine division
- Professor of Finance in the Master's Degree in Business Consulting and Management at Madrid Polytechnic University
- Travel & Hospitality Industry Technology Lead at Accenture for Spain, Portugal, Andorra and Israel
- Senior Manager at Accenture, in the Intelligent Finance area
- Associate Director at EY, in the area of CFO Services - Financial Accounting Advisory Services
- Senior Manager at KPMG, in the field of Business Consulting - Finance Function
- Degree in Business Administration and Management
- Degree in Economics (UCLM)
- Master's Degree in Revenue Management (Cornell University)
- Master's Degree in Sales (Sales Business School)
- Certificate programs in management control, finance management and taxes
- Course in Advanced Accounting of the CEF (Financial Studies Center)

Professors

Mr. Aguado - Muñoz Olmedilla, Álvaro

- Manager in the Supply Chain and Operations practice at ACCENTURE
- SAP Consultant for Supply Chain Management at VIEWNEXT (an IBM Subsidiary)
- Collaborating professor for Business Management Software (SAP Business One) at Madrid Polytechnic University (UPM)
- Agricultural Engineer, Polytechnic University of Madrid (UPM)
- Master's Degree in Food Technology and Control at the Center for Higher Studies in the Pharmaceutical Industry (CESIF)

Mr. Carreño Ocaña, Rubén

- Director & Head of Corporate & Human Strategy at CBRE
- Head of EMEA Portfolio & Location Network at CBRE
- Chief Transformation Officer at KPMG
- Senior Manager of Risk Consulting at KPMG
- Senior Manager of Strategy & Operations at KPMG
- Manager Infrastructure, Transportation, Government and Health at Accenture in EMEA
- Industrial Engineer (UC3M)

Mr. Carabaño, Mario

- Partner in charge of Public Sector and Digital Transformation at Grant Thornton
- Expert specialized in the fields of Innovation, Digital Transformation, Public Financing of R&D&I, Industry 4.0, Strategic Innovation and Innovative Culture
- Partner of Mentes a la Carta, Spain
- Co-author of "The Secret of Innovation" and international speaker on the topics of digital transformation (public and private sector), innovation and public financing

Mr. De Sopeña Fernández, Ignacio

- Global Director of Business Consulting at VASS, specializing in performance improvement and transformation of organizations through strategy, processes and technology
- Director Global Head of Business Consulting en VASS
- Director and Professor modulate of Finance in the Master of Business Consulting and Management at Polytechnic University of Madrid (UPM)
- Consulting Partner in the area of CFO Services - Financial Acounting Advisory Services (FASS) at EY
- Director of Consulting at KPMG and Grant Thornton
- Degree in Economics and Business Administration from CUNEF (Madrid Complutense University)
- PDD from IESE Business School

Mr. Gavilanes Navarro, Alberto

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

Mr. Gallego Cañas, Alberto

- Senior Manager - Finance Function at PwC
- Senior Finance Manager - Grupo Editorial SM
- Degree in Economics - Madrid Complutense University
- MBA - ESCP Business School (London)
- Advanced Corporate Finance Program at the IEB (Institute of Stock Market Studies) in Madrid

Mr. Lara Oria, Enrique

- Axis Corporate Director of Digital Innovation and Transformation
- Partner in charge of the Strategy and Management Consulting division at KPMG Colombia
- Previous experience in business consulting at KPMG, IBM Global Business Services and Accenture

Mr. Sallés, José María

- Author, Speaker, Consultant and Mentor
- Trustee of the Mereze Foundation
- Entrepreneur in the hotel sector
- Member of the committee of experts of the Ports 4.0 Program (Ports of Spain Tradetech Fun)
- Co-Founder of Wtransnet, 1st online platform for Logistics and Transportation
- Diploma in Business Management and Administration from EADA-Barcelona

Mr. Safón, Pablo

- Senior Manager, Debt & Reestructuring de BDO
- Senior Manager of the Financial Function area of PwC Spain
- Chief Financial Officer (CFO) and Investment Director at Dadelos Investor Group
- Consultant in the Financial Accounting Advisory Services area at EY Spain
- Degree in Business Administration and Management from the Polytechnic University of Valencia (UPV)
- Executive MBA - IE Business School
- Master's Degree in Financial and Insurance Consultancy from the Polytechnic University of Valencia (UPV)
- Postgraduate studies and programs in Company Valuation, Financial Modeling, Corporate Finance, M&A and Private Equity in several business schools

Ms. Silva, Camila

- TA Partner Iberia at Johnson & Johnson
- HR Senior Consultant at Ackermann International, Spain
- Coaching & Mentoring at Getulio Vargas Foundation, Brazil
- Master's Degree in Law and Philosophy, Madrid Complutense University, Spain
- Lawyer, Pereira dos Santos Advogados, Brazil
- Graduate in Law, Curitiba Law School, Brazil

Mr. Hernando Guijarro, Javier

- Financial Function Partner and head of Corporate Treasury at PwC
- Financial auditor at EY Madrid and Dublin
- Adjunct Professor at IE University
- Co-author of the book "El Cubo del Líder"

10

Impact on Your Career

All companies must adapt to the changes imposed by societies, governments, technologies, etc. Every day is a challenge, so it is necessary to have professionals who know and who can identify such situations as soon as possible and take advantage of them, favorably boosting the results of any company.

This is no time to hesitate. At TECH you will find the content you need to boost your career"

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

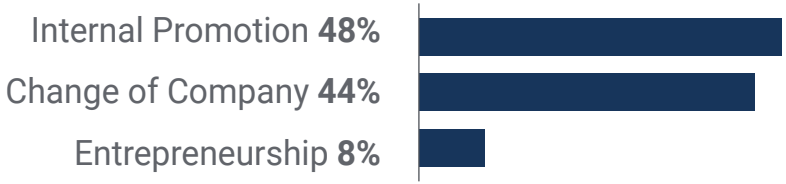
TECH's Executive Master's Degree in Business Consulting is an intensive program that prepares students to face challenges and business decisions in the corporate and business environment. The main objective is to promote their personal and professional growth, helping students achieve success.

If you want to make a positive change in your profession, the Executive Master's Degree in Business Consulting will help you achieve it.

There is no better time for a change than now. Companies will request your services immediately after completing this program.

When the change occurs

Type of change



Salary increase

This program represents a salary increase of more than **25.89%** for our students

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Benefits for Your Company

This Executive Master's Degree in Business Consulting will improve the professional career of all students who wish to become self-employed in this sector. To this end, they will obtain the most up-to-date knowledge in the field, taught by highly prestigious experts. For all these reasons, they will be able to stand out at an international level and lead any company that joins their portfolio of clients to success.

In this new era, you will find excellent opportunities to grow and specialize as a business consulting expert"

Developing and retaining talent in companies is the best long-term investment.

01

Intellectual Capital and Talent Growth

The professional will introduce the company to new concepts, strategies, and perspectives that can bring about significant changes in the organization.

02

Retaining High-Potential Executives to Avoid Talent Drain

This program strengthens the link between the company and the professional and opens new avenues for professional growth within the company.

03

Building Agents of Change

You will be able to make decisions in times of uncertainty and crisis, helping the organization overcome obstacles.

04

Increased International Expansion Possibilities

Thanks to this program, the company will come into contact with the main markets in the world economy.

05

Project Development

The professional can work on a current project or develop new projects in the field of R&D or Business Development within their company.

06

Increased Competitiveness

This Executive Master's Degree will equip students with the skills to take on new challenges and drive the organization forward.

12

Certificate

The Executive Master's Degree in Business Consulting guarantees, in addition to the most rigorous and up-to-date education, access to a Executive Master's Degree issued by TECH Technological University.

Successfully complete this program and receive your university diploma without travel or laborious paperwork"

This **Executive Master's Degree in Business Consulting** contains the most complete and up-to-date program on the market.

After the student has passed the assessments, they will receive their corresponding **Executive Master's Degree** issued by **TECH Technological University** via tracked delivery*.

The diploma issued by **TECH Technological University** will reflect the qualification obtained in the Executive Master's Degree, and meets the requirements commonly demanded by labor exchanges, competitive examinations, and professional career evaluation committees.

Title: **Executive Master's Degree in Business Consulting**

Official Nº of hours: **1,500 h.**


tech technological university

Awards the following

DIPLOMA

to

Mr./Ms. _____, with identification number _____.

For having successfully passed and accredited the following program

EXECUTIVE MASTER'S DEGREE

in

Business Consulting

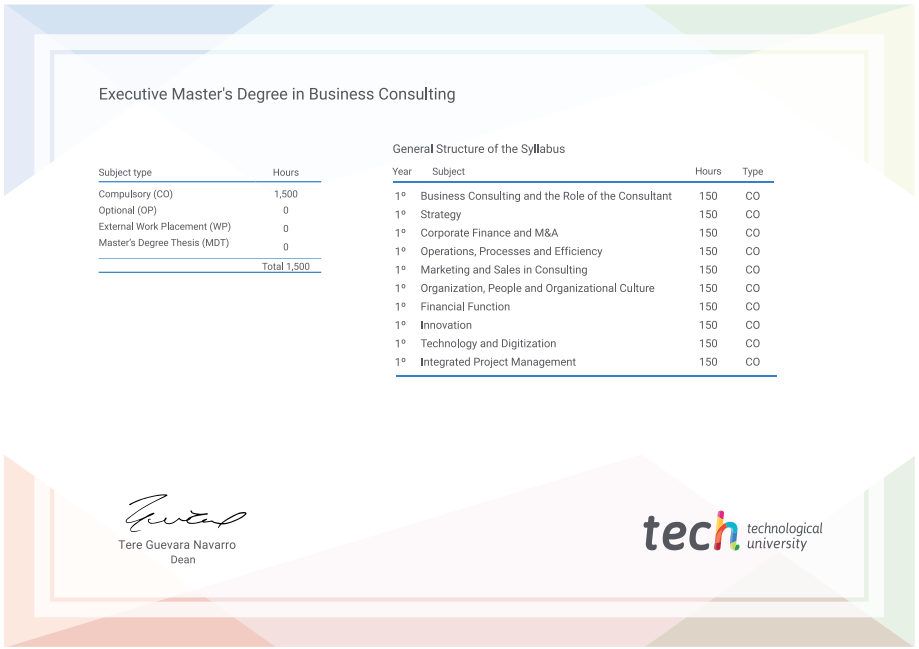
This is a qualification awarded by this University, equivalent to 1,500 hours, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

TECH is a Private Institution of Higher Education recognized by the Ministry of Public Education as of June 28, 2018.

June 17, 2020

Tere Guevara Navarro
Dean

Unique TECH Code: AFWORD23S techtitute.com/certificates


Executive Master's Degree in Business Consulting

Subject type	Hours
Compulsory (CO)	1,500
Optional (OP)	0
External Work Placement (WP)	0
Master's Degree Thesis (MDT)	0
	Total 1,500

General Structure of the Syllabus

Year	Subject	Hours	Type
1º	Business Consulting and the Role of the Consultant	150	CO
1º	Strategy	150	CO
1º	Corporate Finance and M&A	150	CO
1º	Operations, Processes and Efficiency	150	CO
1º	Marketing and Sales in Consulting	150	CO
1º	Organization, People and Organizational Culture	150	CO
1º	Financial Function	150	CO
1º	Innovation	150	CO
1º	Technology and Digitization	150	CO
1º	Integrated Project Management	150	CO

Tere Guevara Navarro
Dean

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

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Executive Master's Degree

Business Consulting

- Modality: **online**
- Duration: **12 months**
- Certificate: **TECH Technological University**
- Dedication: **16h/week**
- Schedule: **at your own pace**
- Exams: **online**

Executive Master's Degree

Business Consulting

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