INSTITUTIONAL CATALOG UNIVERSIDAD INTERNACIONAL IBEROAMERICANA (UNINI)

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•• INSTITUTIONAL CATALOG
Universidad Internacional Iberoamericana (UNINI)
OCTOBER 2016 - DECEMBER 2017

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WELCOME MESSAGE

Greetings!

It is my pleasure to introduce myself as President of the Board of Directors of Universidad Internacional Iberoamericana (UNINI).

UNINI is the first fully online university in Puerto Rico. We offer 10 higher education master degree programs.

UNINI's vocation is to offer quality service to Puerto Rico and the world. Currently we have students from 22 countries.

Our main objective is that no one lacks of the opportunity to progress academically due to mobility or economic reasons. Accordingly, we use the online modality which counts with a Virtual Campus designed, very carefully, ductile and easy to manage, by a group of professional technicians. In the same way we deliver to all students a printed version of the material in the Virtual Campus for complementary use.

We count with the support and assistance of a great team of professionals in the academic, administrative and technical areas. The methodology of our programs are based in the interaction of professors, tutors and student follow-up personnel in a plain cooperative and constructive approach.

You will be able to ascertain this in your approach to UNINI.

WELCOME!

Jesús Arzamendi
President

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INTRODUCTION

The **Universidad Internacional Iberoamericana (UNINI)** is a higher education institution which goals and guidance guarantees equal study opportunities for everyone with the continuous enrichment of its study programs through the following actions:

- improvement and adaptation of study methodologies according to the program and competences that will be acquired,
- appropriateness of program development considering social demands

UNINI promotes a model in which students are the focal point, with a clear appropriateness of the theoretical study to the work field applied with methodologies that unify theory with practice. In methodological terms, mechanisms are used to take advantage of new information technologies that enrich learning and contribute to the investigation in distance education. This emerges as quality commitment.

This allows UNINI to offer administrative and technological support and management that facilitates access to all components of distance education:

- financial help according to each person's needs,
- technological infrastructure that allows access to educational systems in any part of the planet,
- follow up, confidentiality and security of the individual's personal information,
- continuous research in distance education and its related methods to offer an education that is in accordance with its objectives,
- physical infrastructure that supports students onsite, and
- continuous academic and administrative support to facilitate the academic life of students.

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In terms of academic work, UNINI is characterized for its institutional commitment and academic experience in distance education. An approach of academic management to face an instructional design submitted to continuous update and improvement.

- ICT student support for professional and personal growth facing the emergent demands of globalization.
- Management of recognized teaching methodologies and improvement processes, and procedures related to quality services and facilities for distance education.

This spirit will concentrate firmly in:

- The guarantee of the terms of the educational programs offered by the University in case of closure, so as to allow active students to complete their studies.

In this sense, the Universidad Internacional Iberoamericana includes in its service the guarantee of 24x7x365 availability for online students, including procedures, consolidated models of distance learning methods and university management that coincides with the operational basis of the University itself. In this way, Universidad Internacional Iberoamericana is a means that reflects its training vocation and educational model to society in a serious, rigorous and effective way since its emergence.

UNINI AT THE SERVICE OF PUERTO RICO

In Puerto Rico, the Universidad Internacional Iberoamericana is constituted to:

- Procure student's full training and prepare them as a global citizen in the use of, and through, Information and Communication Technologies and the internet.
- Promote and spread the values of the people of Puerto Rico through the means provided by new technologies.
- Develop world class distance education that is integrated with the culture, society and in Puerto Rican businesses, expanding all technological, social, and business transference that supports the development of the country.

The presence of the Universidad Internacional Iberoamericana in Puerto Rico is already seen as a contribution to the country through the confidence shown by the entities showing support for the University project and support in providing resources and infrastructure.

The Universidad Internacional Iberoamericana in Puerto Rico and throughout the United States has, as vocation, to be an international point of reference for distance education.

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The Universidad Internacional Iberoamericana will responsibly provide the human capital and knowledge to be transferred to the society through an accessible curriculum with a direct effect on the country's economy.

ABOUT US

Address: PO Box 3385 Arecibo, PR 00613-3385
Physical Address: Bo. Arenalejos Sector Palache, Carr. 658, Km 1.3 Arecibo, PR. 00612
Telephone Numbers: 787-878-2126 /787-878-2123
http://www.unini.org

MAIN UNIVERSITY ADMINISTRATORS

- Dr. Jesús Arzamendi Sáez de Ibarra, President
- Dr. Carmen Rita Román, Rector
- Dr. Ana Rodríguez Zubiaurre, Dean of Academic and Strategic Management
- Mrs. Lillian Díaz Figueroa, Dean of Students Affairs
- Prof. Carol Morales Miranda, Dean of Administration and Finance

ACADEMIC DEPARTMENTS

- Dr. Eduardo García, Director of Department of Environment and Sustainability
- Dr. Javier Morales, Director of Department of Innovation, Business and New Technology
- Dr. Silvia Pueyo, Director of Department of Language Sciences, Education and Communications.
- Dr. Maurizio Battino, Director of Department of Heatlh Science
- Dr. Roberto Álvarez, Director of Projects Department

OTHER DEPARTMENTS

- Mr. Jorge Hernández, Technology Director
- Dr. Killian Tutusaus, Virtual Campus Officer
- Mrs. Nydia Hernández Reverón, Librarian
- Dr. Mayra González, Professional Counselor
- Mr. José Emil Valentín, Registrar
- Prof. Janet Miranda, Licence, Assessment and Accreditation Director

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UNINI's AUTHORIZATION

The Universidad Internacional Iberoamericana is authorized by the Higher Education Council of Puerto Rico (CEPR) http://www.ce.pr.gov with certificate number 2015-096.

> **All documentation of this catalog is public and available to the community on the University's digital media and can be requested to the Dean of Administration and Finance.**

VISION AND MISSION

Vision

Be a leading university in distance education and to be recognized internationally.

Mission

The Universidad Internacional Iberoamericana (UNINI) is an institution of higher education that looks to fulfill the needs of diverse students in Puerto Rico and the rest of the world. This will be achieved through high quality academic programs provided through an online study methodology centered on the student and focused towards having each and every one of them achieving their full capacities.

GOALS AND OBJECTIVES

Thanks to the online studies modality, a key player in globalization, UNINI takes its master's degrees to different parts of the world, giving access to various students. This is accomplished through the following objectives:

Goal 1

Design online programs for students, no matter where they are in the world, and irrespective of their social, cultural, economic, or technological distinctions.

Objectives

- Operate with the highest standards of quality and service directed to the achievement of the institutional goals.

- Review the programs every two years, implementing new methodologies and technologies, adapting them to the needs and demands of work.
- Offer programs at competitive prices within any student's reach.
- Provide high quality academic and administrative services, accessible to all students.

Goal 2

Support academic and scientific research in order to increase the student understanding of, and contribute to, the solution of problems in the environment.

Objectives

- Select a faculty committed to quality in the teaching-learning process.
- Develop and implement training programs for the faculty aligned to the education and work field changes.
- Convey the skills needed for the professional performance of students.
- Promote professional and academic ethics to develop leaders in the student's personal and professional life.

Purpose of the institution

Provide qualified education to the human resources required in the service, intellectual, productive and sustainable development sectors of the country. This will allow the projection of the people and the country to the region and other countries associated through integrated processes of teaching, research, social interaction and cultural diffusion, making it possible to achieve programs, projects, actions and activities and any other entrepreneurship and/or innovation action deemed appropriate under the statutes, rules and regulations of the University, the country, international laws and good practices and the responsible approach to science, procedures and ethics.

CONTACT INFORMATION

Administrative Hours: Monday through Friday, 8:00am - 5:00pm
Bo. Arenalejos Sector Palache, Carr. 658, Km 1.3 Arecibo, PR. 00612

Student Technical Support: Through the Virtual Campus 24-7
Contact access abilitated in PANAL, top menu "Contact" button

Faculty's Availability: Through the Virtual Campus 24-7
Contact access abilitated in the Virtual Campus, Faculty, in the framework of each subject

AVAILABILITY OF FACULTY

Though the faculty members are available through the Virtual Campus 24 hours 7 days a week, there are periods during the year where they take an academic recess. The professor will notify the students about the recess or vacation period through the Virtual Campus and email.

ONLINE COMMUNICATION PLATFORMS

The PANAL is the communication channel between the student and UNINI. It has the following tools:

Profile: Personal information and contact information of the student. It is the student's responsibility to maintain his/her information updated, which can be individually managed by clicking "Edit profile".

- **Admissions Department**. Here the student will consult/request:
  - Request information about new programs, presentations or conferences.
- **Students Affairs Deanship**. Here the student will consult/request:
  - Certificates and titles.
  - Withdrawal (delay of studies) and reincorporation.
  - Extensions (extension of academic time).
  - Printed material shipment (textbooks).
- **Technological Support Department**. Here the student will consult/request:
  - Errors accessing the virtual campus.
  - Suggestions regarding the campus and PANAL.
- **Administration and Finance Deanship**. Here the student will consult/request:
  - Changes or modification in financial information (information of credit or debit cards, bank account number)
  - Request of invoice/receipt.

Likewise, UNINI is currently betting on a better positioning in the web and social networks that promotes communication with/between students and alumni.

Current platforms may be found at:

Webpage: www.unini.org [available in Spanish | Portuguese | English]
Blog: http://blogs.unini.org/ [available in Spanish | Portuguese]
Facebook: https://www.facebook.com/unini1/

Academic Calendar

Time	Action
Three months after enrollment.	Last day to handle the admissions documents validated, for which the university accepted copies.
Cancellation 5 calendar days after signing the enrollment agreement	Entitled to 100% of all money paid, including the enrollment fee, one time registration fee and admission fee.
Cancellation, after five calendar days (i.e. from the sixth day on) after signing the enrollment agreement, but before starting the program	Entitled to 100% of all money paid, except 20% of the one-time registration fee and the admission fee.
After completing 1%-10% of the time of duration of the program	Entitled to 90% of all money paid, except 20% of the one-time registration fee and the admission fee.
After completing 11%-25% of the time of duration of the program	Entitled to 75% of all money paid, except 20% of the one-time registration fee and the admission fee.
After completing 26%-50% of the time of duration of the program	Entitled to 50% of all money paid, except 20% of the one-time registration fee and the admission fee.
After completing 51%-100% of the time of duration of the program	No reimbursement.
February each year	The modules of the Master in Teaching English as a Foreign Language and the Master in Teaching Spanish as a Foreign Language begin.
March each year	The modules of Master in Project Design, Administration and Management begin.
June each year	The modules of the Master in Teaching English as a Foreign Language and the Master in Teaching Spanish as a Foreign Language begin.
September each year	The modules of Master in Project Design, Administration and Management begin.
October each year	The modules of the Master in Teaching English as a Foreign Language and the Master in Teaching Spanish as a Foreign Language begin.
After completing 66% of any master degree program	Student can begin the master thesis.

Holiday Schedule

The academic recesses taken by the personnel of the facilities from the University of Arecibo will be notified via the Web page and the Virtual Campus.

- January 1st, New Year

- January 6th, Three Kings Day
- Third Monday of January, Martin Luther King's Birthday
- Third Monday of February, Presidents' Day, George Washington, Puerto Rican Heroes
- March 22nd, Abolition of Slavery
- Good Friday (according to the lunar calendar)
- The last Monday of May, Memorial Day
- July 4th, Independence Day of the United States of America
- July 25th, Day of the Commonwealth Constitution
- First Monday of September, Labor Day
- October 12th, Discovery of America and Columbus Day
- Second Tuesday of November, General Elections (every four years)
- November 11th, Veterans Day
- November 19th, Day of Puerto Rican Culture and the Discovery of Puerto Rico
- Fourth Thursday of November, Thanksgiving Day
- December 25th, Christmas

ADMINISTRATORS AND LEGAL CONTROL

DUTIES OF THE UNIVERSITY GOVERNANCE

Organizational chart
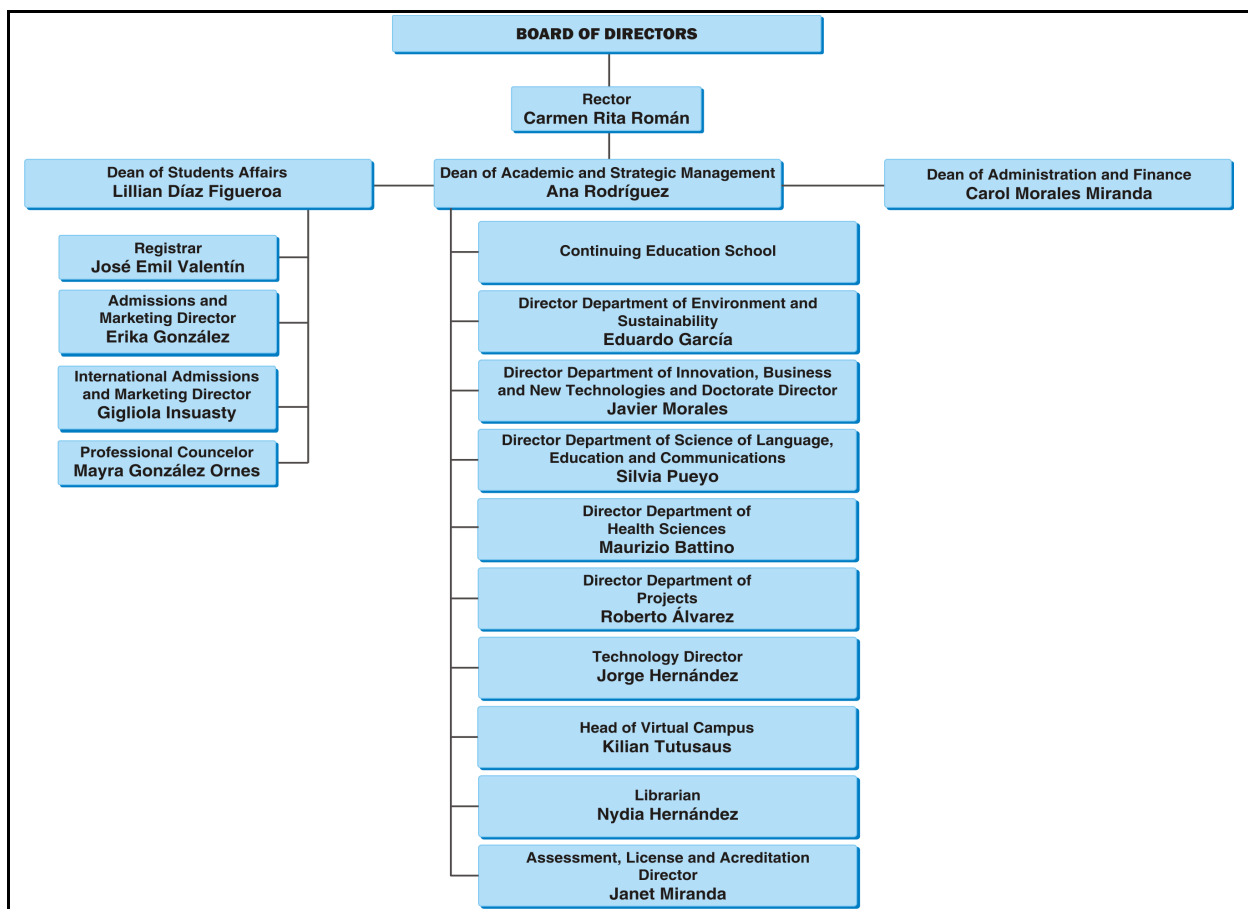
Figure 1: Organizational chart.

Description of the University Governance Duties

I.   BOARD OF DIRECTORS

- It is the top decision-making body of the University, responsible for establishing institutional policies on the basis of strategic guidelines laid down by the University in response to society. It is regulated through the sections of this document and by the other regulations that are appropriate for its operation.

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- It is the board that protects under the law and the spirit of the University the policies and decisions made, and can revise them when the nature, vision and principles of the University are affected.

II. RECTOR

- The Rector is the highest executive and administrative authority of the University and is the legal representative. He/she is responsible for the general management and administration of the University, with administrative and academic institutional responsibility. He/she is ultimately responsible for the University management in all its orders and levels in function with the philosophy, mission, and vision of the University.

III. DEAN OF ACADEMIC AND STRATEGIC MANAGEMENT

- Leads the administrative unit: Deanship of Academic and strategic management.
- She/he is the executive authority responsible for the development of academic programs and works under the direct authority of the Rector.
- Leads the faculty of the different educational programs and their development.
- Is in charge of the editorial activities of the university.
- Leads and manages the academic offerings in the distance education environment.
- Leads the supervision of the professors, curriculum design and student performance expectations.
- Is responsible for promoting and/or managing the academic policies and strategies that will generate the research spirit among professionals, relating their education with innovative developments, and analysis, adaptation, and incorporation into the practice of the progress of a disciplinary field or of specific aspects of an area of knowledge through the use of information technologies and communication.
- Promotes and/or manages business-university educational transfer through the development of the departments in academic, scientific and research terms through programs of study and through the promotion of science and technology on related topics.
- At all times, his/her concern focuses on increasing the academic excellence of distance education.
- Responsible for the strategic management of the University with the approval and knowledge of the Rector and the Board of Directors.
- Must surveil and protect the academic record of the university.
- Is responsible for the strict confidentiality in the processes and management of the university documents.

IV. DEAN OF ADMINISTRATION AND FINANCE

- Leads the administrative unit: Deanship of Administration and Finance.

- Is the executive authority with administrative and financial and responsibility that works under the direct authority of the Rector.

- This department is responsible for the proper use and operation of the assets, administrative, financial and material resources of the University.

- Must monitor and protect the administrative, financial, material and service records of the University.

V. DEAN OF STUDENTS AFFAIRS

- Directs the administrative unit: Deanship of Students Affairs.

- He/she is the executive authority with the responsibility of student services who exercises his/her roles under the direct authority of the Rector.

- This department is responsible for making good use of student services to increase their level of quality and excellence and provide resources for this same purpose.

- Must monitor and protect the University services.

VI. TECHNOLOGY DIRECTOR

- The technology Director guides all activities related to design, use and diffusion of technologies in UNINI as part of its business model and as part of the model of relationship with society.

VII. HEAD OF VIRTUAL CAMPUS

- Position responsible for maintaining the entire virtual campus computer system and the associated university and institutional management systems.

VIII. REGISTRAR

- Is responsible for issuing academic degrees and preparing Credit Transcripts, Notarial Certificates, Certifications, Study Programs and Study Plans.

- He/she is responsible for verifying and processing diplomas for the different university processes.

- Ensures strict confidentiality in the processes, transactions and document management in the university.

IX. ADMISSIONS OFFICER (LOCAL & INTERNATIONAL)

- This officer is responsible for making efforts to recruit students into their areas of interest.

X.   LIBRARIAN

- The professional responsible for monitoring the information management of the Virtual Library.

XI.   DEPARTMENT DIRECTOR

- The professional responsible for managing an academic department, to project its research and development and to coordinate resources, efforts, and responsibilities of program directors.

XII.   PROFESSIONAL COUNSELOR

- Provide support and guidance to the student that presents some type of concern that can interfere with his/her performance.
- Evaluate the needs of the student and provide alternative actions.
- Perform emergency refers establishing the necessary protocol.

XIII. ASSESSMENT, LICENSE AND ACCREDITATION DIRECTOR

- Is responsible for making academic diagnosis to determine the feasibility of licensing and accrediting educational programs.
- Revises and analyzes the licensing and accreditation criteria of the university in collaboration with the Rector.
- Is responsible of providing enough and updated information about parameters, standards and procedures to guarantee and maintain institutional quality.

IDENTIFICATION OF OFFICERS

Essential data of the officers

Below is the academic information for key officials in regards to position, academic degree, and institutions were they obtained their degree or diploma:

OFFICIAL	POSITION	TITLES / DEGREE	INSTITUTION
Carmen Rita Román Rosario	Rector	Doctorate in Business Administration (DBA).	Pontifical Catholic University of Puerto Rico. Ponce Campus (2009).
		Master in Business Administration, Specialties in Information System and Marketing.	Pontifical Catholic University of Puerto Rico, Mayagüez Campus (2003).
		Bachelor in Business Administration with a Major in Marketing.	University of Puerto Rico, Río Piedras Campus (1993).
Ana Rodríguez Zubiaurre	Dean of Academic and Strategic Management	Doctorate in Applied Economics.	University of Palmas de Gran Canaria, Spain.
		Diploma of Advanced Studies: Applications to Finances and Insurance, Sectorial Economy, Environment, Infrastructure and Transportation.	University de las Palmas de Gran Canaria, Spain.
		Degree in Oceanography, Specializing in Coastline Management.	University of Palmas de Gran Canaria, Spain.
Carol Morales Miranda	Dean of Administration and Finance	Master's in Business Administration with a major in Human Resources	University of Phoenix in Guaynabo, Puerto Rico (2009).
		Bachelor's in Business Administration with a major in Accounting	University of Puerto Rico in Utuado (2005)
Lilian Díaz	Dean of Students Affairs	Master's in Business Administration with a specialty in Management	University of Turabo, Gurabo, PR (2010)
		Bachelor's in Business Administration with a major in Management	University of Puerto Rico, in Ponce (1994)
Jorge Hernández	Technology Director	Bachelor's in Science in Computers	University of Puerto Rico, Technological University College of Bayamón.
Kilian Tutusaus	Responsible for the Virtual Campus	Doctor in Project Engineering: the Environment, Safety, Quality and Communication	Polytechnic University of Catalonia (UPC), (Spain)
		Master in Environmental Engineering	Chemical Institute of Sarrià (IQS), (Spain, 2001)
Nydia Hernández Reverón	Librarian	Master in Librarian and Information Sciences	Interamerican University in San German, Puerto Rico (2007)
		Bachelor's in Biology	University of Puerto Rico, Arecibo, Puerto Rico (1997)

OFFICIAL	POSITION	TITLES / DEGREE	INSTITUTION
Eduardo García Villena	Environment and Sustainability Department Director	Doctorate in Project Engineering: Environment, Quality, Safety and communication.	Polytechnic University of Catalonia Spain 2011.
		Master in Engineering and Environmental Technology.	Polytechnic University of Catalonia Spain 2006.
		Technical-Superior Industrial Engineering with specialization in Energy Techniques.	Higher Technical School of Industrial Engineering, Polytechnic University of Catalonia. Spain,1996.
Javier Morales	Innovation, Business and New Technologies Department Director and Doctorate Director	Ph.D. Industrial/Organizational Psychology	Interamerican University of PR (2012)
		M.A Criminal Justice	Interamerican University of PR (1998)
		B.A Pshychology	Interamerican University of PR (1993)
Silvia Pueyo	Language, Education and Communication Sciences Department Director	Doctorate in Education Science	University of Barcelona.
		Masters in Linguistics applied to Spanish teaching as foreign language	Jaen University and Universidad Internacional Iberoamericana (2008-2009)
Maurizio Battino	Health Sciences Department Director	Post Doctoral Studies	University of Granada. Ministry of Education and Science Spain 1993-1994
		Doctorate in Science	University of Catalonia, Italy 1990
		Major in Biological Sciences	University of Bologna, Italy 1984
Roberto Álvarez	Project Department Director	Doctorate in Project Engineering	Polytechnic University of Catalonia
		Strategic Planning Graduate	University of Buenos Aires - Argentina
		Evaluation of Investment Projects for non-specialists Graduate	University of Buenos Aires - Argentina
		Strategic Management Specialist design. Project Management and Design	University of Buenos Aires - Argentina - Polytechnic University of Milan
		Architect	University of Buenos Aires - Argentina
José Emil Valentín	Registrar	Bachelor's in Liberal Studies Sciences	Catholic Pontifical University of Puerto Rico, Arecibo Campus, 2014.
Erika González	Admissions Director	Bachelor in Teleradial Communication Technology	University of Puerto Rico, Arecibo Campus, 2010.
Gigliola Insuasty	International Admission and Marketing Director	Business Administration Professional	Universidad Central, Bogotá, Colombia (2000)
		Organization Communication and Modern Language Professional	Escuela de Administración de Negocios (EAN) (2015)

OFFICIAL	POSITION	TITLES / DEGREE	INSTITUTION
Mayra González	Professional Counselor	Doctorate in Education with a Specialty in Counseling and Guidance	Interamerican University of Puerto Rico, Metro Campus (2016).
		Master's Degree in Counseling and Guidance	Interamerican University of Puerto Rico, Arecibo Campus, 2003.
Janet Miranda	Assessment, License and Accreditation Director	Masters in Educational Management and Leadership	Interamerican University of Puerto Rico (2016)
		Bachelor's in Teaching English, Secondary Level	Interamerican University of Puerto Rico (2014)

ADMINISTRATIVE, ECONOMIC AND ACADEMIC BODIES

The University, as an institution, has an organizational structure that responds to the regulation in force, its philosophy, mission, vision, objectives, and is constituted by 5 bodies of administration:

1. Board of Directors.

2. Executive Committee.

3. Academic Senate

4. Planning, Management, Academic and Administrative Development Committee.

5. Academic Board.

Board of Directors

Description:

It is the top institutional decision-making body, with legal control and guidance of the University's internal processes, in function with the philosophy, mission, vision, purposes and institutional objectives, with authority to:

- Develop and approve institutional policies and rules.
- Define the policies for academic, administrative and institutional planning; academic, administrative and financial organization; perspectives and strategies for institutional development.

Composition:

This Board is constituted by a President, Secretary and three members.

- Dr. Jesús Arzamendi - President

- Dr. Santos Gracia - Secretary
- Dr. Carmen Rita Román - Member
- Dr. Luis Dzul - Member
- Dr. Jorge Ayala - Member

Executive Committee

Description:

It is responsible for:

- Establishing the general institutional regulations and policies;
- Managing the internal processes of the University;
- Implementing the policies, institutional regulations and guidelines issued by the Board of Directors;
- Lead all the University activities in accordance with the General Private University Regulations, the regulations in force, statutes and regulations particular to the University.
- It has the permanent task of promoting, guiding and directing the fulfillment of the Board decisions and the policies also adopted by the Board of Directors as the top governing body for institutional decisions in addition to any amendments made.

Composition:

This committee consist of:

- Rector.
- Dean of Academic and Strategic Management.

Academic Senate - Faculty

- Advisory Team, consultative and who proposes to the Rectory any subject related to the proper functioning of the University, and that leads to the improvement and maintenance of its essential pillars.
- The faculty is the group of instructors of the university
- The Senate is the organism that represents the departments of the University in a proportion established internally and presided by the Rector and the Academic and Strategic Management Dean.
- The faculty looks after the fulfillment and development of the University's mission from the spirit of its vision and principles.

Planning, Management and Academic/Administration Development Committee

Description:

It is the committee responsible for:

- Managing and developing the University academically in order to ensure integration and continuous improvement of teaching and learning and self-learning processes through tutorial teaching and technological resources.
- Revising frequently the Strategic Plan and the institutional norms and policies.
- Preparing, revising and recommending the budget assignment to the Board Director of UNINI.
- It is responsible for the administration of financial resources and the execution of the decisions of the Board of Directors, in management, operation and academic, scientific and professional topics.

Composition:

This committee consist of:

- Rector
- Dean of Academic and Strategic Management.
- Dean of Students Affairs
- Dean of Administration and Finance.

Academic Board

Description:

- It is the advising board for the Rector and the Board of Directors of the University, with authority to make proposals.
- This board is present in the academic environment with advising bodies, through the Academic Council and Academic and Research Guidance formed by academics and professionals of the University and people with a professional and academic trajectory.
- Legal Services and Internal Audit are also part of the board as necessary.

Composition:

This board consist of:

- Dean of Academic and Strategic Management.

- Director of Technologies.
- Department Directors and other centers.

About the Departments and Other Centers

The University is composed of Departments and other centers legally created and which meet the purposes of the University.

A center is created when there is a desire to perform activities related with the interest of a Department or the University itself and that are not possible to perform due to the absence of a responsible entity. A center can be for research, development, technology and knowledge transfer, among others, and does not have teaching activities, but it is staffed by professors or instructors.

The creation, integration, modification or elimination of any center must be accompanied by an explanatory report addressed to the Rector and the approval of the Dean of Academic and Strategic Management, Dean of Administration and Finance and the Dean of Students Affairs, and with knowledge of the Virtual Campus officer. The Rector will inform the Board of Directors who will approve the report and will convey a beginning date for the creation, integration, modification or elimination of the center. They appoint a project manager who will report to the Rector. The report must contain all the administrative, financial and academic elements that support the project. The report must respect the mobility of the personnel affected and material resources and assets that are moved.

Any action by the University will be based on the central points of quality distance learning.

About the Departments, their Organization and Relationships

The Departments are units responsible for providing study programs. The Departments will be headed by a Department Director.

In each Department there will be a teaching team assigned to teach all courses.

The teaching team is constituted by:

- Main Professor who will lead the graduate programs, may be a Program Director.
- Tutor, the Professor who supports the work of the main professor by facilitating the student all the work related to his/her performance in the program and the subjects.
- Extraordinary professor: visiting professor, collaborator or associate. Will offer temporary support and, in its case, assume leadership work in specific disciplines or areas.

For its part, the single member position of Program Director, will assume the responsibility of directing a program.

For a better coordination with the Rectory and to serve as advisor and consultant on academic topics, there are two essential figures:

- The Counseling Department, which is composed of the Department Directors, manages operative or daily issues related with the proper functioning of the Department and its programs, as well as to facilitate the transfer of experience and knowledge, and encourage the cooperative and collaborative character and exploitation of the University's synergies.
- For issues that affect the proper functioning of the University, there is a Faculty. The Faculty is the faculty that represents all the departments and is proportionally constituted by its members the Rector and the Academic and Strategic Management Dean.

About the Centers, their Organizations and Relationships

The centers will be created in organization and structural relationship with other units of the University and will be ruled and governed by their own rules and statutes.

Academic and Scientific Administration Functions and Positions

1. **Department Director**

   Described in the previous section.

2. **Academic Board**

   An advising body that collaborates with the Department of Coordination on topics related with the proper functioning of the Department and its programs.

3. **Program Director**

   Position responsible for managing the proper execution of an educational program.

4. **Main Professor**

   Position in charge of leading study programs and subjects with excellence and quality offering competitive study programs at the international level, developing research in online education in all forms of the study programs of the department and participating in academic commissions of the study program.

5. **Tutor**

   Performs the role of a professor that supports, assists and facilitates the student's academic progress in fulfillment of their duties and academic responsibilities and resolves academic conflicts arising from the use of the Virtual Campus and /or the contents of a program.

6. **Extraordinary professor: visiting, collaborating, or associate professor**

   Characteristic: may give temporary support; assume leadership work in determined disciplines or areas.

7. **Department Council**

Informs the Rector of cross-departmental issues, of its state and of its solution or resolution of problems affecting the University. It focuses on operational or daily issues related to the proper functioning of the Departments and their programs, as well as to facilitate the transfer of experience and knowledge, and enhance the cooperative and collaborative character and synergies of the University.

ADVISORY COUNCIL

They verify that the curriculums are up-to-date in accordance with the required competencies in the different programs and with the professional laws that govern the profession's practice, and they emit recommendations that are evaluated by the deans and the rector.

The members of the Advisory Council are:

- Prof. José Daniel Irizarry, DBAc - President
- Prof. Myrna Román Aguilar - Secretary
- Prof. Myrna I. Román Acevedo
- Prof. Miguel González Rodríguez
- Prof. Ismael González
- Prof. Mixaida Santiago
- Prof. Franco Barranco Rivera
- Prof. Marianet Santiago Rivera, DBAc
- NL. Ángel Barreiro Maymí
- Lcdo. Carlos Pérez
- Prof. Carmen Delgado
- NL. Hugo Sánchez
- Prof. Livia J. Rivera Fresse
- Dr. Norman González Chacón
- Dr. Norman González Rivera
- Prof. Luis Clos
- Mrs. Rosemary González
- Mr. Edwin Arocho

PHYSICAL DESCRIPTION OF THE MAIN STRUCTURES WHERE THE INSTITUTION CARRIES OUT ITS SERVICES

I.   PHYSICAL INFRASTRUCTURE

The location of the facilities are as follows: the south part of the building and the main entrance which faces Km 1.3 on highway 658 in the municipality of Arecibo. On the north side of the building is the boundary at Km 69 of highway 22, Palache sector of the Arenalejos neighborhood in Arecibo. The building has parking space in the front and back with an average total of 3,930.623 meters.

DESCRIPTION OF ADMINISTRATIVE AND ACADEMIC FOLLOW-UP SERVICES THAT GUARANTEE QUALITY SERVICE TO STUDENTS AND APPLICANTS

Administration services

The experience and knowledge acquired by the members of the deanships is transferred to the services offered to students. The emphasis of the university is to achieve quality and excellence services that contribute to student retention and that the student achieves their educational goals and competences.

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The different areas that offer quality and excellence services are:

Students Affairs Deanship

- Admissions
- Registrar's Office
- Students Affairs
- Professional and Personal Counseling
- UNINI's Ex-Alumni Association

Administration and Finances Deanship

- Financial Assistance
- Treasury

Academic and Strategic Management Deanship

- Academic Counseling

Academic monitoring

The University has an online computer system for the academic monitoring of students. This system has risen from acquired experienced and the technology transferred to the University. A computer system has been developed that allows the management of the academic data of a person throughout their academic life, and which the University now possess.

The access to this information is regulated by profiles; one of them being the personal and unique profile that each student will have in order to access their records.

ACADEMIC PROGRAMS

ACADEMIC OFFER AND THEIR OBJECTIVES

The Universidad Internacional Iberoamericana offers the following programs through its various Departments:

- Master in Teaching Spanish as a Foreign Language (**FPMELE**).

- Master in Teaching English as a Foreign Language (**FPMTFL**).
- Master in Project Design, Administration and Management (**MDGDP**).
- Master in Project Design, Administration and Management with a Specialty in Architecture and Urban Planning (**MPAU**).
- Master in Project Design, Administration and Management with a Specialty in Innovation and Product (**MDPIP**).
- Master in Strategic Management with a Specialty in Management (**MDE**).
- Master in Strategic Management with a Specialty in Information Technology (**MDETI**).
- Master in Strategic Management with a Specialty in Telecommunications (**MDETEL**).
- Master in Environmental Management and Audits (**MAMGA**).
- Master in Physical Activity: Sports Training and Management (**SNMAFEGD**).

Credits and Hours of the Academic Offer

Name	Code	Degree Granted	General Objective	Duration (months)	Credits	Hours
Master in Teaching Spanish as a Foreign Language	FPMELE	Master in Teaching Spanish as a Foreign Language	Offering broad and updated training and providing the basis for the development of academic and professional skills necessary to teach Spanish as a foreign language in any of the various contexts.	24	66 credits	990
Master in Teaching English as a Foreign Language	FPMTFL	Master in Teaching English as a Foreign Language	Offering broad and updated training and providing the basis for the development of academic and professional skills necessary to teach English as a foreign language in any of the various contexts.	24	66 credits	990
Master in Project Design, Administration and Management	MDGDP	Master in Project Design, Administration and Management	Train professionals who can acquire creative executive and management thinking, suitable for the design, operation and management of projects.	24	66 credits	990
Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning	MPAU	Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning	Train professionals who can acquire creative executive and management thinking, suitable for the design, operation and management of projects focusing on architecture and Urban Planning.	24	67 credits	1005

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Name	Code	Degree Granted	General Objective	Duration (months)	Credits	Hours
Master in Project Design, Administration and Management with a specialty in Innovation and Product	MDPIP	Master in Project Design, Administration and Management with a specialty in Innovation and Product	Train professionals who can acquire creative executive and management thinking, suitable for the design, operation and management of projects focusing on innovation and product.	24	66 credits	990
Master in Strategic Management with a specialty in Management	MDE	Master in Strategic Management with a specialty in Management	To train professionals in the field and practice of strategic management who desire executive thinking that enables them to excel in current or desired positions in management.	24	66 credits	990
Master in Strategic Management with a specialty in Information Technology	MDETI	Master in Strategic Management with a specialty in Information Technology	To train professionals in the field and practice of strategic management who desire executive thinking that enables them to excel in current or desired positions in management focusing on information technology.	24	66 credits	990
Master in Strategic Management with a specialty in Telecommunications	MDETEL	Master in Strategic Management with a specialty in Telecommunications	To train professionals in the field and practice of strategic management who desire executive thinking that enables them to excel in current or desired positions in management focusing on telecommunications.	24	66 credits	990
Master in Environmental Management and Audits	MAMGA	Master in Environmental Management and Audits	Train environmental multidiscipline professionals that contribute to the growth of new industries and desire to update and perfect their understanding of new business opportunities. Facilitate the needed integration of environmental variables in the cultural and technological politics of organizations (business and administrations).	24	66 credits	990
Master in Physical Activity: Sports Training and Management	SNMAFEGD	Master in Physical Activity: Sports Training and Management	Providing knowledge on the structure and function of the human body as well as sports nutrition.	24	66 credits	990

Curriculum

Master in Teaching Spanish as a Foreign Language

General Education: **15 credits**
Required: **51 credits**
Electives: **0 credits**

This program is offered only in Spanish.

	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	FP017	Modos de conducir el aula	N/A	3	45
	FP018	Observación e investigación en el aula	N/A	3	45
	FP019	Adquisición de segundas lenguas	N/A	3	45
	FP020	Factores individuales en el aprendizaje	N/A	3	45
	FP021	Estrategias del aprendizaje	N/A	3	45
Required	FP022	La comunicación y la adecuación pragmalingüística	N/A	3	45
	FP023	Lengua, cultura y bilingüismo	N/A	3	45
	FP038	La gramática del español para profesores de ELE	N/A	3	45
	FP025	El español y sus variedades	N/A	3	45
	FP026	La enseñanza del léxico	N/A	3	45
	FP027	Bases metodológicas	N/A	3	45
	FP028	Desarrollo de las destrezas en el aula	N/A	3	45
	FP029	Creación, adaptación y evaluación de materiales y recursos	N/A	3	45
	FP030	Tecnología educativa en el aprendizaje de lenguas	N/A	3	45
	FP031	Proyectos y tareas	N/A	3	45
	FP032	Evaluación del proceso de aprendizaje de lenguas	N/A	3	45
	FP033	Diseño curricular y programación - teoría y práctica	N/A	3	45
	FP034	Practicum	N/A	5	75
Thesis					
		TFC	N/A	10	150
			TOTAL	**66**	**990**

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Master in Teaching English as a Foreign Language

General Education: **18 credits**
Required: **48 credits**
Electives: **0 credits**

	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	FP003	Second Language Acquisition	N/A	3	45
	FP005	Teaching Pronunciation	N/A	3	45
	FP004	Individual Factors in the Learner's Development	N/A	3	45
	FP002	Observation and Research in the Language Classroom	N/A	3	45
	FP001	Approaches to Language in the Classroom Context	N/A	3	45
	FP037	Content & Language Integrated Learning	N/A	3	45
Required	FP006	Methodological Approaches	N/A	3	45
	FP008	Developing Language Skills in the Classroom	N/A	3	45
	FP009	Materials and Resources in EFL - Design, Creation, Adaptation and Evaluation	N/A	3	45
	FP007	Classroom Management - Techniques and Reflections on Practice	N/A	3	45
	FP010	Computer Assisted Language Learning	N/A	3	45
	FP036	Teaching English through Translation	N/A	3	45
	FP011	Tasks and Projects	N/A	3	45
	FP014	Learning Strategies	N/A	3	45
	FP013	English in the Community	N/A	3	45
	FP012	Assessment and Testing in the Classroom	N/A	3	45
	FP015	Curriculum and Course Design - principles and practice	N/A	3	45
	FP034	Practicum	N/A	5	75
Thesis					
		TFC	N/A	10	150
			TOTAL	**66**	**990**

Master in Project Design, Administration and Management

General Education: **Maximum 53 credits**
Required: **13 credits**
Electives: **Maximum 14 credits**

In function to the student's previous education, he/she will take the necessary number of credits until he/she completes the required 66 credits for the program.

	Code	Subject	Pre-requisites	Credits	Contact Hours
	Design Module				
	DD050	Introduction to Projects	N/A	1	15
	DD051	Project System Design	N/A	2	30
	DD052	Analysis of Provision of Services	N/A	2	30
	DD053	Functional Analysis of the Project	N/A	2	30
	DD054	Project Ergonomics	N/A	2	30
	DD055	Project Security and Reliability	N/A	2	30
	DD056	Environment in a Project	N/A	2	30
	DD057	Project Specifications	N/A	2	30
	DD058	Project Draft Preparation	N/A	3	45
	Project Management				
	DD070	Introduction to Project Management	N/A	1	15
General	TR038	Project Planning and Management	N/A	3	45
	DD072	Computing Tools for Project Management	N/A	2	30
	DD073	Project Monitoring and Control	N/A	2	30
	DD074	Project Evaluation	N/A	2	30
	DD075	Trust Management: Risk and Quality	N/A	2	30
	TR046	Strategic Management of Human Resource	N/A	2	30
	DD133	Occupational Risk Prevention: OHSAS 18001	N/A	2	30
	DD077	Project Communication	N/A	1	15
	Project Administration				
	DD026	Collaborative Work in Virtual Environments	N/A	1	15
	DD076	Management Without Distances	N/A	1	15
	DD044	Public Presentation Techniques	N/A	1	15
	TR026	Business Administration and Management	N/A	3	45
	DD014	Strategic Planning and Management	N/A	3	45
	DD040	Negotiation and Conflict Resolution Techniques	N/A	2	30

	Code	Subject	Pre-requisites	Credits	Contact Hours
General	DD041	Management Techniques for Work Teams	N/A	2	30
	DD068	Knowledge Management and Organizational Learning	N/A	2	30
	TI025	E-business and its Integration with Management Corporate Systems	N/A	3	45
Electives	Optional Module in International Cooperation: in the Area of Knowledge Applied to Project Design, Administration and Management				
	PC012	International Collaboration System	N/A	1	15
	PC013	Logic Framework	N/A	2	30
	DD090	Corporate Social Responsibilities and Ethics	N/A	3	45
	PC002	Collaboration and Development Theory	N/A	3	45
	TR047	Financial Management	N/A	3	45
	DD102	Resolution Transformation of Conflict in the Community	N/A	2	30
Required	Thesis				
	FP092	Methodology of Scientific Research	N/A	3	45
		TFC/Practicum	N/A	10	150
TOTAL				66	990

Master in Project Design, Administration and Management with a Specialty in Architecture and Urban Planning

General Education: **18 credits**
Required: **49 credits**
Electives: **0 credits**

	Code	Subject	Pre-requisites	Credits	Contact Hours
		Design Module			
	DD050	Introduction to Projects	N/A	1	15
	DD051	Project System Design	N/A	2	30
	DD052	Analysis of Provision of Services	N/A	2	30
	DD053	Functional Analysis of the Project	N/A	2	30
	DD054	Project Ergonomics	N/A	2	30
	DD055	Project Security and Reliability	N/A	2	30
	DD056	Environment in a Project	N/A	2	30
	DD057	Project Specifications	N/A	2	30
	DD058	Project Draft Preparation	N/A	3	45
General		**Project Management**			
	DD070	Introduction to Project Management	N/A	1	15
	TR038	Project Planning and Management	N/A	3	45
	AU001	Architecture and Urbanism Interrelations	N/A	2	30
	DD073	Project Monitoring and Control	N/A	2	30
	AU002	The Urban Environment Project - Architectural	N/A	2	30
	DD075	Trust Management: Risk and Quality	N/A	2	30
	AU003	Impact of Technology on Urban Architectural Projects	N/A	2	30
	AU004	Contextual Components of a Project: Economic, Social, Institutional and Cultural	N/A	2	30
	AU005	City Marketing	N/A	2	30

	Code	Subject	Pre-requisites	Credits	Contact Hours
General	Project Administration				
	AU006	Architectural-urban Project Theory	N/A	1	15
	DD076	Management without Distances	N/A	1	15
	DD044	Public Presentation Techniques	N/A	1	15
	TR026	Business Administration and Management	N/A	3	45
	DD014	Strategic Planning and Management	N/A	3	45
	AU007	Preservation of the Architectural Urban Heritage	N/A	2	30
	DD041	Management Techniques for Work Teams	N/A	2	30
	DD068	Knowledge Management and Organizational Learning	N/A	2	30
	AU008	The Function of the State	N/A	3	45
Required	Thesis				
	FP092	Methodology of Scientific Research	N/A	3	45
		TFC/Practicum	N/A	10	150
			TOTAL	**67**	**1005**

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Master in Project Design, Administration and Management with a Specialty in Innovation and Product

General Education: **18 credits**
Required: **49 credits**
Electives: **0 credits**

Code	Subject	Pre-requisites	Credits	Contact Hours
	Design Module			
DD050	Introduction to Projects	N/A	1	15
DD051	Project System Design	N/A	2	30
DD052	Analysis of Provision of Services	N/A	2	30
DD053	Functional Analysis of the Project	N/A	2	30
DD054	Project Ergonomics	N/A	2	30
DD055	Project Security and Reliability	N/A	2	30
DD056	Environment in a Project	N/A	2	30
DD057	Project Specifications	N/A	2	30
DD058	Project Draft Preparation	N/A	3	45
	Project Management			
DD070	Introduction to Project Management	N/A	1	15
TR038	Project Planning and Management	N/A	3	45
AU010	Integral Management of Design and Product	N/A	2	30
DD073	Project Monitoring and Control	N/A	2	30
AU011	Areas of Design. Contextual Conditions and User Requirements	N/A	2	30
DD075	Trust Management: Risk and Quality	N/A	2	30
AU012	Innovation as a Tool for Improvement and Product Value Contribution	N/A	2	30
AU013	Product and Environment	N/A	2	30
DD077	Project Communication	N/A	1	15
	Project Administration			
AU014	Theory of the Object	N/A	1	15
DD076	Management without Distances	N/A	1	15
DD044	Public Presentation Techniques	N/A	1	15
TR026	Business Administration and Management	N/A	3	45
DD014	Strategic Planning and Management	N/A	3	45
AU015	Innovation, Creativity, Productivity, and Competitiveness	N/A	2	30

The left side of the table is labeled **General**.

General	AU016	Product Design and Innovation Technology	N/A	2	30
	DD068	Knowledge Management and Organizational Learning	N/A	2	30
	AU017	Profit and Strategic Design	N/A	3	45
Required	**Thesis**				
	FP092	Methodology of Scientific Research	N/A	3	45
		TFC/Practicum	N/A	10	150
			TOTAL	**66**	**990**

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Master in Strategic Management with a Specialty in Management

General Education: **Minimum 9 credits**
Required: **13 credits**
Electives: **Minimum 19 credits**

	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	TR026	Business administration and management	N/A	3	45
	DD002	Management and cost control	N/A	2	30
	TR047	Financial management	N/A	3	45
	DD004	Marketing	N/A	3	45
	DD152	Economy	N/A	2	30
	DD118	Basic statistics	N/A	2	30
	DD120	Financial mathematics	N/A	1	15
	DD124	Management accounting	N/A	2	30
	TR046	Strategic management of human resources	N/A	2	30
	DD040	Conflict resolution and negotiation techniques	N/A	2	30
	DD032	Performance evaluation and management by competencies	N/A	2	30
	TR024	Management techniques and organizational leadership	N/A	2	30
	DD090	Business ethics and corporate social responsibilities	N/A	3	45
	DD041	Management techniques for work teams	N/A	2	30
	DD076	Management without distances	N/A	1	15
	DD026	Virtual environments of collaborative work	N/A	1	15
	DD042	Time management and conducting meetings	N/A	2	30
	DD043	Stress and burnout	N/A	2	30
	DD044	Public Presentation Techniques	N/A	1	15
	IP082	Quality management: ISO 9001	N/A	3	45
	DD133	Occupational risk prevention: OHSAS 18001	N/A	2	30
	MA098	Business Environmental management. ISO 14001	N/A	3	45
	DD012	Management and administration of operations	N/A	2	30
	DD013	Logistics	N/A	2	30
	DD014	Strategic planning and management	N/A	3	45
	TR038	Project planning and management	N/A	3	45
	TI013	Reengineering, strategy and management of systems and ICT	N/A	3	45

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	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	TI025	E-business and its integration with corporate management systems	N/A	3	45
	TI017	Integration of business management systems	N/A	5	75
	DD162	Marketing strategy development	N/A	2	30
	TI030	Network security and management	N/A	3	45
	TI011	Society of change and information	N/A	3	45
	DD068	Knowledge management and organizational learning	N/A	2	30
	TI004/ DD163	International marketing and commerce	N/A	4	60
	TI014	Electronic marketing and commerce	N/A	4	60
	TI023	Study and case resolution (I, II, III)	N/A	10	150
Electives	**Optional Module - Marketing**				
	DD159	Introduction to the new marketing	N/A	2	30
	DD160	Market research	N/A	2	30
	DD161	Consumer-buyer behavior	N/A	2	30
	DD164	Relational marketing	N/A	2	30
	DD165	Marketing audits	N/A	1	15
	DD166	Product management and brand policies	N/A	3	45
	DD167	Price management policies	N/A	3	45
	DD168	Distribution management policies	N/A	3	45
	DD169	Communication management policies	N/A	3	45
	DD170	Service marketing	N/A	2	30
	DD171	Control and marketing plan	N/A	2	30
	Optional Module - Auditing				
	DD153	Financial valuation for IAS	N/A	2	30
	DD122	International accounting standards	N/A	4.5	67.5
	DD121	International taxation and financing	N/A	1.5	22.5
	DD123	Financial statement analysis	N/A	2	30
	DD128	Administration and planning of audits	N/A	1	15
	DD154	Internal control	N/A	2	30
	DD155	Documentation, testing and auditing risks	N/A	2	30
	DD130	Auditing procedures by area	N/A	5	75
	DD131	Auditing reports	N/A	1	15
	DD119	Statistical sampling	N/A	2	30
	DD125	Total quality costs	N/A	2	30
	DD126	Budget and public accounting	N/A	3	45

	Code	Subject	Pre-requisites	Credits	Contact Hours
Electives	**Optional Module - Tourism Consultancy**				
	TR043	Tourism foundations	N/A	3	45
	TR037	IT in the tourism industry	N/A	4	60
	TR022	Hotel business management	N/A	4.5	67.5
	TR023	Food and drinks management	N/A	4.5	67.5
	TR027	Cultural heritage and tourism	N/A	3	45
	TR008	The territory as a tourist resource	N/A	3	45
	TR028	Environmental impacts on tourism activities	N/A	3	45
	TR030	Rural tourism and sustainable development	N/A	3	45
	TR031	Alternative tourism and ecotourism	N/A	3	45
	TR036	Strategy and tourism businesses on the internet	N/A	3	45
	TR049	Quantitative analysis of tourism	N/A	4	60
	**Optional Module – Family Businesses**				
	DD108	Family business concepts and characteristics	N/A	2	30
	DD109	Succession and continuity in family business	N/A	2	30
	DD110	The systematic focus applied to conflict in family businesses	N/A	2	30
	DD111	Professionalization of family business	N/A	2	30
	DD112	Government structures and bodies	N/A	2	30
	DD113	The family protocol	N/A	2	30
	DD114	Property management in family businesses	N/A	1	15
	DD115	Key factors for success in the family business	N/A	1	15
	DD116	Creation and internationalization of family businesses	N/A	2	30
	DD143	Basic legal aspects of the family business	N/A	3	45
	**Optional Module - Integrated Management of Environment, Quality and Labor Risk Prevention**				
	IP059	Fundamentals in labor risk prevention	N/A	2	30
	IP060	Workplace security	N/A	4	60
	IP003	Workplace hygiene	N/A	5	75
	IP062	Ergonomics	N/A	3	45
	IP071	Applied social psychology	N/A	2	30
	IP078	Background and actual situation of integrated management	N/A	3	45
	IP9001	Introduction and fundaments of integrated management systems	N/A	2	30
	IP9002	Advantages and difficulties of The integration of systems, grades, modes and integration system models	N/A	3	45
	IP9003	Integration of management systems based on standards and processes	N/A	2	30
	IP9004	Implementation of the integrated management system	N/A	2	30
	IP051	Water management: basic principles	N/A	5	75
	IP052	Basic waste management	N/A	3	75

	Code	Subject	Pre-requisites	Credits	Contact Hours
Electives	IP053	Atmospheric contamination treatment	N/A	5	75
	IP054	Treatment of contaminated Soils	N/A	4	75
	IP002	Workplace security	N/A	7	105
	IP076	Workplace hygiene	N/A	7	105
	IP073	Ergonomics and applied Psychology	N/A	7	105
	IP064	Training and communication	N/A	1	15
	IP004	Occupational health	N/A	2	30
	Optional Module – Health Service Management				
	DD1004	Health economy	N/A	5	75
	DD1007	Health planning	N/A	4	60
	DD1008	Health services management	N/A	3	45
	DD1009	Health marketing	N/A	3	45
	DD1010	Assistance quality and patient security	N/A	4	60
	DD1012	Health systems	N/A	4	60
	DD1013	Clinical epidemiology	N/A	5	75
	DD1014	Biostatistics	N/A	5	75
	Optional Module – Human Resources and Knowledge Management				
	DD022	Organizational structure and change	N/A	2	30
	DD024	Organizational culture and climate	N/A	2	30
	DD030	Position analysis, description and value	N/A	2	30
	DD031	Recruitment, selection and promotion	N/A	2	30
	DD034	Training and career plans	N/A	2	30
	DD033	Compensations and incentives	N/A	2	30
	DD036	Human resources audit	N/A	1	15
	DD039	Interpersonal communication technique	N/A	1	15
	DD045	Emotional intelligence	N/A	1	15
	DD046	Personal marketing	N/A	1	15
	DD047	Intellectual capital	N/A	1	15
	DD048	Quality as a management tool for human resources	N/A	1	15
	DD049	Neurolinguistic programming (NLP)	N/A	1	15
	Optional Module – Conflict Resolution and Mediation				
	DD091/ DD092	Conflict theory	N/A	5	75
	DD093/ DD094	Emotion, communication and conflict	N/A	4	60
	DD138	Conflict resolution/transformation principles and processes	N/A	5	75
	DD097/ DD098	Mediation	N/A	4	60

	Code	Subject	Pre-requisites	Credits	Contact Hours
Electives	DD099	National and international legislation on mediation and other conflict resolution procedures	N/A	3	45
	DD100	Conflict resolution/transformation in the school	N/A	2	30
	DD101	Conflict resolution/transformation in the family	N/A	2	30
	DD102	Resolution Transformation of Conflict in the Community	N/A	2	30
	DD103	Conflict resolution/transformation in the Organization	N/A	2	30
	DD104	Conflict resolution/transformation in corrections	N/A	2	30
	DD105	Conflict resolution/transformation in the health Field	N/A	1	15
	DD106	International conflict resolution/transformation	N/A	2	30
	DD107	Online dispute resolution (ODR)	N/A	1	15
Required		**Thesis**			
	FP092	Methodology of Scientific Research	N/A	3	45
		TFC	N/A	10	150
			TOTAL	**66**	**990**

Master in Strategic Management with a Specialty in Information Technology

General Education: **Minimum 19 credits**
Required: **27 credits**
Electives: **20 credits**

	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	TR026	Business administration and management	N/A	3	45
	DD002	Management and cost control	N/A	2	30
	TR047	Financial management	N/A	3	45
	DD004	Marketing	N/A	3	45
	DD152	Economy	N/A	2	30
	DD118	Basic statistics	N/A	2	30
	DD120	Financial mathematics	N/A	1	15
	DD124	Management accounting	N/A	2	30
	TR046	Strategic management of human resources	N/A	2	30
	DD040	Conflict resolution and negotiation techniques	N/A	2	30
	DD032	Performance evaluation and management by competencies	N/A	2	30
	TR024	Management techniques and organizational leadership	N/A	2	30
	DD090	Business ethics and corporate social responsibilities	N/A	3	45
	DD041	Management techniques for work teams	N/A	2	30
	DD076	Management without distances	N/A	1	15
	DD026	Virtual environments of collaborative work	N/A	1	15
	DD042	Time management and conducting meetings	N/A	2	30
	DD043	Stress and burnout	N/A	2	30
	DD044	Public Presentation Techniques	N/A	1	15
	IP082	Quality management: ISO 9001	N/A	3	45
	DD133	Occupational risk prevention: OHSAS 18001	N/A	2	30
	MA098	Business Environmental management. ISO 14001	N/A	3	45
	DD012	Management and administration of operations	N/A	2	30
	DD013	Logistics	N/A	2	30
	DD014	Strategic planning and management	N/A	3	45
	TR038	Project planning and management	N/A	3	45
	TI013	Reengineering, strategy and management of systems and ICT	N/A	3	45
	TI025	E-business and its integration with corporate management systems	N/A	3	45

	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	TI017	Integration of business management systems	N/A	5	75
	DD162	Marketing strategy development	N/A	2	30
	TI030	Network security and management	N/A	3	45
	TI011	Society of change and information	N/A	3	45
	DD068	Knowledge management and organizational learning	N/A	2	30
	TI004/ DD163	International marketing and commerce	N/A	4	60
	TI014	Electronic marketing and commerce	N/A	4	60
	TI023	Study and case resolution (I, II, III)	N/A	10	150
Required	**Specialty in Information Technologies**				
	TI015	Electronic security and legislation	N/A	4	60
	TI016	Business intelligence	N/A	4	60
	TI018	Innovation, culture and work management in the communication society	N/A	2	30
	TI043	Management and administration of it projects ICT	N/A	4	60
Electives	**Optional Module - Software Business**				
	TI034	Languages and programming paradigms	N/A	2	30
	TI035	Architectures, networks and distributive systems	N/A	3	45
	TI036	Web technology and engineering	N/A	3	45
	TI037	Integral design and analysis of systems and requirements	N/A	3	45
	TI038	Data model and database design	N/A	3	45
	TI040	Database management and information resources	N/A	3	45
	TI041	Business software processes	N/A	3	45
Required	**Thesis**				
	FP092	Methodology of Scientific Research	N/A	3	45
		TFC	N/A	10	150
			TOTAL	**66**	**990**

Master in Strategic Management with a Specialty in Telecommunications

General Education: **32 credits**
Required: **34 credits**
Electives: **0 credits**

	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	TR026	Business administration and management	N/A	3	45
	DD002	Management and cost control	N/A	2	30
	TR047	Financial management	N/A	3	45
	DD004	Marketing	N/A	3	45
	DD152	Economy	N/A	2	30
	DD118	Basic statistics	N/A	2	30
	DD120	Financial mathematics	N/A	1	15
	DD124	Management accounting	N/A	2	30
	TR046	Strategic management of human resources	N/A	2	30
	DD040	Conflict resolution and negotiation techniques	N/A	2	30
	DD032	Performance evaluation and management by competencies	N/A	2	30
	TR024	Management techniques and organizational leadership	N/A	2	30
	DD090	Business ethics and corporate social responsibilities	N/A	3	45
	DD041	Management techniques for work teams	N/A	2	30
	DD076	Management without distances	N/A	1	15
	DD026	Virtual environments of collaborative work	N/A	1	15
	DD042	Time management and conducting meetings	N/A	2	30
	DD043	Stress and burnout	N/A	2	30
	DD044	Public Presentation Techniques	N/A	1	15
	IP082	Quality management: ISO 9001	N/A	3	45
	DD133	Occupational risk prevention: OHSAS 18001	N/A	2	30
	MA098	Business Environmental management. ISO 14001	N/A	3	45
	DD012	Management and administration of operations	N/A	2	30
	DD013	Logistics	N/A	2	30
	DD014	Strategic planning and management	N/A	3	45
	TR038	Project planning and management	N/A	3	45
	TI013	Reengineering, strategy and management of systems and ICT	N/A	3	45
	TI025	E-business and its integration with corporate management systems	N/A	3	45

	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	TI017	Integration of business management systems	N/A	5	75
	DD162	Marketing strategy development	N/A	2	30
	TI030	Network security and management	N/A	3	45
	TI011	Society of change and information	N/A	3	45
	DD068	Knowledge management and organizational learning	N/A	2	30
	TI004/ DD163	International marketing and commerce	N/A	4	60
	TI014	Electronic marketing and commerce	N/A	4	60
Required	**Specialty in Telecommunications**				
	TI026	Telecommunications Marketing	N/A	3	45
	TI027	Technical-business Structure of Telecommunications	N/A	3	45
	TI028	Telecommunication Networks	N/A	3	45
	TI029	Telecommunication Services	N/A	2	30
	TI031	Telecommunications Marketing Regulations	N/A	2	30
Required	TI016	Business Intelligence	N/A	4	60
	TI020	Management of e-Business Projects	N/A	4	60
	Thesis				
	FP092	Methodology of Scientific Research	N/A	3	45
		TFC	N/A	10	150
			TOTAL	**66**	**990**

Master in Environmental Management and Audits

General Education: **Maximum 46 credits**
Required: **13 credits**
Electives: **Minimum 7 credits**

	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	MA001	Introduction to sustainable development	N/A	2	30
	MA002	Ecology	N/A	1	15
	MA003	Water treatment	N/A	4	60
	MA004	Waste management	N/A	4	60
	MA005	Atmospheric contamination	N/A	3	45
	MA006	Climatology and environment	N/A	1	15
	MA007	Noise pollution	N/A	1	15
	MA008	Natural resources	N/A	3	45
	MA009	Soil contamination	N/A	3	45
	MA010	Business environmental management	N/A	4	60
	MA011	Environmental audits	N/A	2	30
	MA012	Evaluation of environmental impact	N/A	3	45
	MA013	Economy and the environment	N/A	1	15
	MA014	Environmental law	N/A	1	15
	MA092	Fundamentals of environmental engineering	N/A	7	105
	MA316	Dynamic Soil	N/A	2	30
	MA317	Coastline and marine erosion	N/A	2	30
	MA318	Marine sediments and glacial influence on the sea	N/A	2	30
	MA019	Installations and waste water filter treatment I	N/A	7	105
	MA108	Fishery exploitation	N/A	2	30
	MA109	Marine cultures	N/A	2	30
	MA110	Marine navigation transportation	N/A	2	30
	MA111	Energy and mineral resources	N/A	2	30
	MA102	Basic marine ecology	N/A	1	15
	MA103	Marine organisms	N/A	2	30
	MA104	Marine communities	N/A	3	45
	MA105	Sea water	N/A	2	30
	MA106	Water circulation	N/A	2	30
	MA107	Sea water chemistry	N/A	2	30
	MA098	Business environmental management: ISO 14001	N/A	7	105

	Code	Subject	Pre-requisites	Credits	Contact Hours
Electives	**Optional Module: Integrated Water Management**				
	MA015	Integrated water management introduction	N/A	2	30
	MA016	The water cycle	N/A	2	30
	MA017	Water management	N/A	3	45
	MA018	Water analysis and characterization	N/A	3	45
	MA021	Water and environmental education	N/A	0	0
	MA209	Facilities and water treatment	N/A	10	150
	Optional Module: Waste Management				
	MA081	Urban solid waste	N/A	7	105
	MA082	Industrial waste	N/A	6	90
	MA083	Rural waste	N/A	3	45
	MA084	Sanitary waste	N/A	4	60
	MA085	Environmental education and USW	N/A	0	0
	Optional Module: Application of Renewable Energy				
	MA057	Introduction to renewable energies	N/A	3	45
	MA059	Solar thermal energy	N/A	3	45
	MA060	Photovoltaic solar energy	N/A	3	45
	MA061	Hydraulic energy	N/A	3	45
	MA062	Wind energy	N/A	3	45
	MA063	Geothermal energy	N/A	1	15
	MA064	Biomass energy	N/A	2	30
	MA065	Sea energy	N/A	2	30
	Optional Module: Management and Conservation of Natural Spaces				
	MA073	Natural areas in the context of societies	N/A	2	30
	MA074	Biodiversity	N/A	3	45
	MA075	Natural spaces: Typology and processes	N/A	3	45

	Code	Subject	Pre-requisites	Credits	Contact Hours
Electives	MA076	Uses of natural spaces	N/A	3	45
	MA077	The conservation of species and natural areas	N/A	3	45
	MA078	The management of natural spaces	N/A	4	60
	MA079	Ecologic restoration and landscaping	N/A	2	30
	MA080	Case studies of management and conservation of natural spaces	N/A	0	0
	Optional Module: Environmental Education				
	MA087	Evolution of the environment and sustainable development	N/A	2	30
	MA088	Historical evolution of environmental education	N/A	2	30
	MA194	Basic general concepts of environmental education	N/A	2	30
	MA195	Formal education in environmental education	N/A	3	45
	MA090	Environmental management and sustainable development	N/A	2	30
	MA091	Risk management and environmental education	N/A	2	30
	Optional Module: Marine Science and Technology				
	MA243	Management of water pollutants	N/A	4	60
	MA136	Technology in marine aquaculture: Toward a sustainable aquaculture	N/A	3	45
	MA140	Fishery management	N/A	3	45
	MA139	Management of natural marine protected areas	N/A	3	45
	MA137	Biological pollution management	N/A	4	60
	MA098	Business environmental management: ISO 14001	N/A	7	105
	Optional Module: Marine Pollution				
	MA028	Potentially contaminated marine ecosystems	N/A	2	30
	MA029	Environmental factors that affect pollutants	N/A	2	30
	MA030	Pollutants agents	N/A	2	30
	MA031	Toxicology	N/A	1	15
	Optional Module: Environmental Engineering: Treatment of Gaseous Effluents				
	MA095	Treatment of gaseous effluents	N/A	7	105
	Optional Module: Environmental Engineering: Energy Recovery				
	MA143	Energy recovery	N/A	7	105
	Optional Module: Environmental Engineering: Industrial Waste Water Treatment				
	MA039	Industrial wastewater treatment	N/A	13	195
	Optional Module: Environmental Engineering: Solid Waste Treatment				
	MA093	Recovery engineering and solid residue treatment	N/A	13	195

	Code	Subject	Pre-requisites	Credits	Contact Hours
Electives		**Optional Module: Recovery of Contaminated Soil**			
	MA142	Recovery of contaminated soil	N/A	7	105
		**Optional Module: Mining and the Environment**			
	MA208	Mining and the environment	N/A	13	195
		**Optional Module: Climate Change**			
	MA245	Agreements, negotiations and instruments for climate change	N/A	8	120
	MA246	Vulnerability and adaptation to climate change	N/A	9	135
	MA248	Science and politics of climate change	N/A	7	105
	MA249	Analysis of product lifecycle and carbon footprint	N/A	3	45
	MA282	Climate change mitigation	N/A	8	120
		**Optional Module: Engineering and Environmental Technology**			
	MA093	Recovery engineering and solid residue treatment	N/A	13	195
	MA039	Industrial wastewater treatment	N/A	13	195
	MA095	Treatment of gaseous effluents	N/A	7	105
	MA143	Energy assessment	N/A	7	105
	MA097	Recovery of contaminated soils	N/A	7	105
Required		**Thesis**			
	FP092	Methodology of Scientific Research	N/A	3	45
		TFC	N/A	10	150
			TOTAL	**66**	**990**

Master in Physical Activity: Sports Training and Management

General Education: **24 credits**
Required: **13 credits**
Electives: **29 credits**

	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	SN039	Structure and function of the human body	N/A	3	45
	SN155	Contextualization of physical activity and exercise in the health framework	N/A	3	45
	SN156	Psychosocial aspects of physical activity for health	N/A	4	60
	SN157	Control and prescription of physical activity	N/A	3	45
	SN158	Physical activity for health with diverse diseases	N/A	4	60
	SN159	Physical activity in children and adolescents	N/A	3	45
	SN160	Physical activity in seniors	N/A	4	60
Electives	**Optional Module: Sports Training**				
	SN198	Basics aspects of nutrition	N/A	0	0
	SN048	Training theory and practice	N/A	4	60
	SN049	Sports planning	N/A	4	60
	SN050	Sports psychology	N/A	3	45
	SN042	Kinanthropometry	N/A	3	45
	SN217	Nutrition and sports	SN198	3	45
	SN047	Eating disorders in sports	N/A	3	45
	SN043	Ergogenic aids	N/A	3	45
	DP004	Management techniques for sports team	N/A	2	30
	SN228	Study and case resolution for sports training	N/A	4	60
	Optional Module: Management and Abilities for the Operation of Sports Centers				
	DP001	Administration and management of sport entities	N/A	3	45
	DP002	Strategic management and planning of sport organizations	N/A	3	45
	DP003	Sport marketing. Applications.	N/A	3	45
	DD1021	Strategic management of human resources	N/A	2	30
	DP004	Management techniques for sports teams	N/A	2	30
	DP006	Techniques for management and leadership in sports	N/A	2	30
	DP007	Information society and sports	N/A	3	45
	SN048	Training theory and practice	N/A	4	60
	SN042	Kinanthropometry	N/A	3	45
	SN229	Study and case resolution for sports training	N/A	4	60

	Code	Subject	Pre-requisites	Credits	Contact Hours
Required		**Thesis**			
	FP092	Methodology of Scientific Research	N/A	3	45
		TFC/Practicum	N/A	10	150
			TOTAL	**66**	**990**

- All subjects of all masters are self-contained, and therefore do not have pre-requisites or co-requisites.

- The sequence of the subjects is determined by the student's work agenda. The courses taken will also depend on the program's requirements and students' prior studies; they are adaptable to be favorable to the student.

- The subjects, following an asynchronous distance model, use the sequence of activities as the central points of the program, but allow the flexibility to move according to the progress of the student. Note that the subjects follow the sequence established in the previous tables, but without impeding the progress of the student.

PROGRAMS OUTCOMES

Master in Teaching Spanish as a Foreign Language

By completing the program, students will be able to:

- Think critically, analyze and synthesize information, solve problems and make informed decisions in relation to aspects relating to the applied linguistics to the teaching of Spanish as a foreign language (SFL).

- Organize and plan adequately for the work derived from the completion of academic and professional tasks in the field of linguistics applied to the teaching of Spanish as a foreign language.

- Show concern and motivation to ensure the final quality of the academic and professional tasks that are carried out in the framework of the Master through the activities of review and control, and the self-regulating instruments that are proposed in it.

- Work individually and in group for the solution of academic and professional tasks in the field of linguistics applied to the teaching of Spanish as a foreign language.

- Adequately manage specialized information sources related to the field of applied linguistics to the teaching of Spanish as a foreign language.

- Use and apply the information and communication technologies in their performance as students in the masters.

- Understand at a B2 level of MCERL (General European Reference Framework), specialized written texts in Spanish from the scope of the applied linguistics to the teaching of foreign languages.

- Analyze the function of the formal system and communication acts of Spanish, and provide an appropriate teaching treatment in the Spanish (FL) classroom.

- Interpret and implement critical and reflexive linguistic, pragmatic and cultural rights knowledge gained in the use of the Spanish language in context with the planning of the teaching and learning process of Spanish (FL).

- Properly incorporate and integrate development of the language skills in the Spanish (FL) classroom, framing the student's performance in a specific communicative situation that promotes a significant and credible use of the language.

- Describe the theories of second language acquisition and the methodological trends in the teaching of foreign languages and apply them in a critical manner in the context of the classroom.

- Identify the factors in individual learning.

- Select and design appropriate materials for the teaching Spanish language.

- Plan and evaluate the teaching-learning process of Spanish (FL) in short and long term, taking into account the context of education, the methodological approach, lesson plans and the interests, needs and styles of the student's learning.

- Integrate ICT in a meaningful way, and not arbitrarily, in the activities of the teaching and learning process for Spanish (FL), and critically analyze the digital materials that are generated in this field.

- Introduce the specific training in learning strategies, wherever necessary and according to the needs of the students in the objectives and contents of the program and each unit, and the necessary tools for learning.

- Integrate the socio-cultural content in the Spanish (FL) classroom to give the student gradual knowledge of the facts and cultural products, and the knowledge and socio-cultural attitudes of the Spanish- speaking countries; the development of intercultural awareness; the ability to act as a cultural intermediary and effectively deal with cultural misunderstandings in conflict situations; and the development of an attitude of empathy, openness and interest toward other cultures.

- To properly treat the varieties of Spanish in the classroom of a foreign language or second language in function of each context of teaching and learning.

- Analyze and evaluate its teaching and professional development through such instruments as self-observation, diary, self-assessment, the teaching portfolio, etc.; identify the aspects that can be improved; and plan and implement a personal plan of improvement and continuous training.

- Understanding and knowing how to access the scientific documentation related to applied linguistics to the teaching of foreign languages, in particular Spanish.

- Describe and apply the methodology and procedures of scientific research in the field of applied linguistics to the teaching of foreign languages, in particular Spanish.

Master in Teaching English as a Foreign Language

By completing this program, the student will be able to:

- Think critically, analyze and synthesize information, solve problems and make informed decisions in relation to aspects relating to the applied linguistics to the teaching of English as a foreign language (EFL).

- Organize and plan adequately for the work derived from the completion of academic and professional tasks in the field of linguistics applied to the teaching of English as a foreign language.

- Show concern and motivation to ensure the final quality of the academic and professional tasks that are carried out in the framework of the Master through the activities of review and control, and the self-regulating instruments that are proposed in it.

- Work individually and in group for the solution of academic and professional tasks in the field of linguistics applied to the teaching of English as a foreign language.

- Adequately manage specialized information sources related to the field of applied linguistics to the teaching of English as a foreign language.

- Use and apply the information and communication technologies in their performance as students in the masters.

- Properly incorporate and integrate development of the language skills in the English (FL) classroom, framing the student's performance in a specific communicative situation that promotes a significant and credible use of the language.

- Discover and describe the theories of second language acquisition and the methodological trends in the teaching of foreign languages and apply them in a critical manner in the context of classroom.

- Identify the factors in individual learning and distinguish between the various affects a learner has when learning a language.

- Select and design appropriate materials for the teaching of the English language.

- Interpret and implement critical and reflexive linguistic, pragmatic and cultural rights knowledge acquired on the use of the English language in context with the planning of the teaching and learning process of English as a foreign language.

- Analyze the educational implications of the role of English as global communication language in teaching English (FL) (L2).

- Integrate the knowledge acquired on the concept of inter-language and interaction in a foreign language classroom with the didactic proposals for the English class.

- Plan and evaluate the teaching-learning process of English in the short and long term, taking into account the context of education, the methodological approach (especially the approach by tasks and projects), the planning of a class and the student's interests, needs and styles of learning.

- Integrate ICT in a meaningful way, and not arbitrarily, in the activities of the teaching and learning process for English (FL), and critically analyze the digital materials that are generated in this field.

- Introduce the specific training in learning strategies, wherever necessary and according to the needs of the students in the objectives and contents of the program and each unit, and the necessary tools for learning.

- Determine when translation teaching method is most useful to teach English and design activities of translation in the language communicative teaching framework as a complementary tool to improve the process of learning English (FL).

- Analyze and evaluate its teaching and professional development through such instruments as self-observation, diary, self-assessment, the teaching portfolio, etc.; identify the aspects that can be improved; and plan and implement a personal plan of improvement and continuous training.

- Understanding and knowing how to access the scientific documentation related to the applied linguistics to the teaching of foreign languages, in particular English.

- Describe and apply the methodology and procedures of scientific research in the field of applied linguistics to the teaching of foreign languages, in particular English.

Master in Project Design, Administration and Management

By completing this program, students will be able to:

- Identify the project's scenario and formulate the objectives considering the technical problem and all human factors and other factors that condition its solution.

- Relate the client's needs with what science and engineering contribute as a solution through the conditions of supply and administration.

- Use of "conceptual tools" such as the tree function service, the proposal of the project system and analysis of the value and quality during the design phase, to determine the technical functions and the services to meet by project.

- Analyze the role of people in their activities and uses in project solution as well as their interaction with other people and machines.

- Evaluate the safety and viability aspects of project solution in terms of system level life cycle and its components.

- Recognize the importance of incorporating the environmental variable in the project by means of eco-design, considerations to environmental impact and analysis of the life cycle.

- Analyze the definition of project and make inferences on its stages, from their description and objectives up to achieving the products and/or services, going through the necessary resources to carry them out.

- Evaluate the feasibility of a project based on the methodological design proposed in the draft.

- Develop the phases of a project, defining its procedures and supporting the activities in a methodology that takes into account the management scope, time and costs in harmony with the objectives.

- Discern the management software best suited for each project type within the information and communication technologies framework.

- Use a method to monitor and control the human, economic and technical resources of a project and issue the appropriate reports to assess the performance and correctly develop the established activities and tasks.

- Use recognized quality risk management tools that allow the control, communication and revision of risks that may affect the quality of a project.

- Develop and maintain an occupational risk management system based on OHSAS 18001 standards that facilitates the creation and maintenance of a preventive culture that avoids accidents at work and occupational illnesses.

- Differentiate between information management and communication management, by addressing both concepts from the complementarity perspective in the development and administration of a project.

- Develop, implement and evaluate communication plans for the implementation of processes that allow us to establish long term relationships between the project's promoter and the interested parties.

- Use public presentation tools and techniques of project management itself that inform, reinforce ideas, convince or call to action a product and/or service.

- Develop a balanced scorecard with indicators on human resource management and others that facilitate its implications in business's strategic decision making.

- Put into practice the skills and techniques that allow mediating and resolving conflicts that take place in project management and administration.

- Demonstrate skills for the management and administration of teams that achieve synergies between its members, create commitments and fulfill efficiently the tasks assigned within the project context.

Master in Project Design, Administration and Management with a Specialty in Architecture and Urban Planning

By completing the program, the students will be able to:

- Define basic concepts of architecture and urban planning projects.
- Identify the different team management techniques.
- State the project specifications.
- Estimate the security and reliability of the project.
- Locate the environment of the project.
- Describe business administration and management key aspects.

- Design project systems.
- Plan and manage projects.
- Analyze the services to be provided and the functional aspects of the project.
- Manage and plan projects strategically.
- Design the ergonomics of the project.
- Formulate the basics of a draft.

Master in Project Design, Administration and Management with a Specialty in Innovation and Product

By completing this program, the students will be able to:

- Define basic concepts in innovation and product projects.
- State the project specifications.
- Estimate the project security and reliability.
- Locate the project's environment.
- Identify business management and administration key aspects.
- Design project systems.
- Analyze the services to be offered and the project's functional aspects.
- Strategically manage and plan projects.
- Design the ergonomics of a project.
- Organize by applying organizational knowledge and learning.
- Plan and manage projects.
- Formulate the basics of a draft.

Master in Strategic Management with a specialty in Management

By completing this program, students will be able to:

- Design a strategic process from the organizational diagnosis to the development of objectives and selections of strategies.
- Explain the normative, regulation and environmental framework that involves the organization, as well as the certifications and accreditation to improve the internal processes.
- Apply the administrative process in making decisions and problem solving.
- Create the marketing mix of a business and propose the design of Market investigation.
- Use Information Technologies and Communication in business management to make decisions.
- Analyze and explain the organizational environment.

- Select the appropriate techniques to attract, preserve and develop human resources.

- Select the most ethical option between different alternatives in the exercise of an honest and transparent administration.

- Use management accounting as method to make financial decisions to maximize the economic benefit.

- Formulate strategies of continual improvement in the operations that influence in the competitiveness and feasibility of the company.

- Transfer administration and leadership abilities to the consecution of objectives.

- Use conflict resolution and negotiation techniques for problematic situations in the work environment.

- Identify the roles, approaches and practices to manage different size and purpose businesses.

Master in Strategic Management with a specialty in Information Technology

By completing this program, students will be able to:

- Analyze problems, identify and define the appropriate technology and information requirements for their solution.

- Design, implement and evaluate technological solutions, systems, process, component or programs that comply with the business requirements and needs.

- Implement and use strategic planning techniques in the area of information systems.

- Evaluate current and emergent technologies relevant to the operation field in the organization.

- Use current techniques, competences and marketing and e-commerce tools, as well as certification and security mechanisms.

- Acquire professional, ethical, legal and social responsibility.

- Value the need and acquire the commitment of continual professional development.

Master in Strategic Management with a specialty in Telecommunications

By completing this program, students will be able to:

- Demonstrate advanced knowledge of telecommunication applications and services.
- Apply the Project Management principles and techniques to manage telecommunication projects.
- Apply the Project Management principles and techniques to manage human resources and security.
- Demonstrate advanced knowledge of the legal, regulation and environmental framework of telecommunication.
- Develop teamwork and communication abilities.
- Acquire, professional, ethical, legal and social responsibility.
- Value the need to acquire the commitment of continual professional development.

Master in Environmental Management and Audits

By completing the program, the students will be able to:

- Define the concept of sustainable development within the social-political, economic and environmental conditions in a country in its transition toward a green economy and assess the potential difficulties in the term's application in public policies.
- Explain the relations that are established between the environmental conditions and the characteristics of the species, and interpret mechanisms for the exchange of substance and energy that occur in aquatic and terrestrial ecosystems, influencing the population strategies of the organisms and how they may be affected by the anthropic pollution.
- Contrast the main physical, chemical and biological parameters of urban and industrial wastewater characterization, and make inferences about the causes and the type of waste involved, valuing the quality indicators for the degree of pollution and technology, and infrastructure design needed for its treatment in order to comply with the legislation in force.
- Plan a method to recover all types of solid waste, from an integral model that meets a series of variables (social, environmental, economic, etc.) and define the necessary tools for their instrumentation in the legislation framework in force.
- Relate the emission and immission of particles and gases from combustion with its health, environment and infrastructure impact, and analyze the legal instruments (preventive, control, etc.) that the States declare to preserve the quality of the air and to protect human health and the environment in general.
- Identify the mechanisms of accumulation, degradation and transport that govern the evolution of different pollutants in the soil as a result of natural and/or anthropic activity, assess the risk of pollution generated in these circumstances and propose the best sanitation and/or recovery techniques of contaminated soils between different alternatives.
- Relate natural factors with legal instruments such as land management and urban planning, in order to make decisions about the suitability and distribution of uses and activities in the territory.

- Develop an environmental impact study based on the legal-administrative nature that involves this tool of prognosis for decision-making and in different scenarios (mining, wind parks, roads…).

- Assess the impact of noise pollution on the physical and psychological health of people and plan remediation techniques to control the source of the noise and its correction using acoustic screens.

- Interpret the direct and indirect methods of monetary valuation for the environment and its relation with the internalization of externalities.

- Deploy, organize and maintain an environmental management system based on the ISO 14001 Standard and carry out internal audits according to ISO 19011 to check the suitability of the environmental management system.

- Identify what type of potential evidence may be submitted in each of the sub-audits and interpret its relationship with business activities.

- Relate the process of environmental auditing according to ISO 19011 with the diagnostic phase of the management system and use this instrument for the collection of objective evidence according to the audit manual.

- Analyze the pillars on which environmental law rests upon and the role of environmental regulations to achieve a sustainable use of natural resources.

- Relate the environmental factors and other variables with the relevant functional unit in the different stages of the life cycle analysis and use the calculation methodology described on the basis of the corresponding regulations and standards to determine the carbon footprint of a product and/or service in different scenarios.

- Reflect on the role that environmental education must meet so that, on one hand, it becomes a tool for the reduction of individual and collective vulnerability compared to the dynamics of nature and society and, on the other hand, to improve the capacity of adaptation and response from the community with the dynamics of its natural environment.

- Compare the technologies that are currently applied to the production of heat and electricity from renewable energy sources (solar, wind, hydraulic…) and assess how the variability of the designs influences the climatic parameters and other types.

- Describe astronomical, geographical and meteorological factors that determine the characteristics of the various climates on Earth and interpret the mechanisms of climate change and its influence on the behavior patterns of air and ocean circulation, and rainfall indexes.

- Identify the variables (social, economic and environmental, among others) that are part of a climate assessment and relate them with government policies of adaptation and the technologies and existing models of mitigation carried out in indicators of implementation in different sectors.

Master's in Sports Training and Management

By completing this program, students will be able to:

- Analyze and solve situations related to sport performance, as well as make informed decisions with regard to the solution of professional tasks, both individually and in collaboration with others.

- Plan, develop and adequately evaluate the completion of professional tasks related to sports training.

- Implement strategies to ensure the final quality of sports performance professional tasks and assume the ethical commitments and responsibility required by the profession.

- Seek, obtain, process and communicate information, to transform it into knowledge and apply it in the solution of issues relating to the scope of the sports performance.

- Use and apply information and communication technologies in the professional field for the solution of tasks in the field of sports performance.

- Apply in a critical and reflexive way the knowledge acquired in practical solution of the academic and professional tasks that are proposed in sports performance.

- Explain the legal and contextual framework of sport training, as well as the management processes that emerge.

- Train managers and qualified staff with human capabilities and business to manage companies and sports institutions and understand the marketplace of the sports sector.

- Acquire skills that enable continual training and learning in sports management by both the contacts established with professors and professionals of the master, and in an autonomous way.

- To acquire and consolidate the initiative, the entrepreneurial spirit to launch projects related with sports management.

- Analyze and apply the biomechanical, physiological and psychological and social principles to the different fields of sport and nutrition, identifying inadequate practices involving risk to health, in order to avoid them and correct them in the different types of population.

- Quantify the training load depending on the characteristics of the athlete and the competitive period.

- Explain in depth, the adaptations of the human body exposed to different loads of physical activity in subjects of different ages, levels of performance or that belong to groups of special populations.

- Identify the individual athlete characteristics that influence and determine their sports actions.

- Plan, program, implement, monitor and evaluate the training and competition processes in their different levels of performance, ages and population groups.

- Apply techniques and protocols for action to enable them to attend as first responders to sports accidents or emergency situations arising from the practice of sport.

- Detect the psychological factors involved in high-level athletes during the precompetitive, competition and post-competition periods.

- Identify the influence of nutrition and food as a tool in improving the performance of the elite athlete.

- Identify and explain the risks of inadequate physical practices in the context of the high performance.

- Use, analyze and interpret information reported by different technological instrumentations for the assessment, control and development of sports training.

- Describe and explain the management of infrastructures and technical areas of a sports institution or entity and the procedures for its optimization.

- Describe the different styles of leadership. The foundations of the management of competences, knowledge management and management of talent.

- Identify, design and implement the opportunities offered by the information systems and information technology.

- Identify proposals for improvement in an organization that allows the designing and implementation of improvements in the sport organization.

- Understand and know how to access the scientific documentation related to the areas of training and the sports management.

- Describe and apply the methodology and procedures of scientific research in the field of physical activity and sports and its application in the areas of training and sports management.

- Promote the development of skills and attitudes aimed to lead projects of collective professional development and transfer the progress experienced in the discipline to society.

Please refer to the Appendix for the Subject Descriptions by Academic Departments.

ADMISSION REQUIREMENTS

The Universidad Internacional Iberoamericana has the following documents as part of the admissions requirements, which are subject to verification without violating the privacy of information of the individual. The University reserves the right to verify and validate the information in certain cases after informing the person involved.

The University has a web page for online admission, besides the on ground admissions services.

Every admitted student must sign the Enrollment Agreement.

ADMISSION POLICIES

To apply at the Universidad Internacional Iberoamericana, it is necessary to:

- Have graduated from an accredited or recognized university in any country with a Bachelor's degree or equivalent.

- Know the language of the program taught. If necessary, provide accredited documentation or the corresponding fluency test.

- Being distance education programs that are not subject to on-site classes, there is no specific start date, by which the student may apply at any time, as long as there are available spaces. However, the masters that have a group work modality (MDGDP) or that must follow a determined line for their studies (FPMELE-FPMTFL), will be subject to specific beginning dates.

  MDGDP - design modules begin in the months of March and September.

  FPMTFL FPMELE - The calls are in the months of February, June and October.

  The enrollment is open all year round but is consolidated to admission and enrollment in the indicated periods.

DOCUMENTS TO SUBMIT

In case of fulfilling the prerequisites, the candidate must request and handle to the Admissions Department:

- Electronic Enrollment Form.

- Photocopy of a university diploma or certificate. It must be notarized or certified by a public institution or authorized by UNINI.

- A regular photocopy of an identification document, foreign identification, driver's license or passport.

- Students in any state wishing to start or resume an educational program must submit a written request stating the reasons to the Department Director, and attaching all the additional documentation deemed necessary. The Department Director will inform the outcome of the request to the candidate and to the Dean of Students Affairs.

- Students transferred from graduate programs of other institutions can add transcripts, curriculum content of the subjects studied, and rating and approval system used. In the case of studies with scale ratings other than 1 to 4, this certificate must contain the respective equivalents.

- Present official credit transcripts or grade certificates.

- Holders of scholarships must provide the relevant and accredited documentation.

- Provide proof of payment of the Registration Fee which can be made by bank deposit or credit card payment.

Once the candidate has submitted the documentation, the admission's process will start. During this process, records or other documentation may be requested.

Notes:

- If the documents are in a language other than Spanish, English, or Portuguese, translation will be required.

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Admission's Requirements By Program

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
Master in Teaching Spanish as a Foreign Language	• Graduated with a bachelor degree or its equivalent from an accredited or recognized college or university, of any country. **Language Requirements:** • To enter the program, non-Hispanic speakers must prove sufficient proficiency of Spanish in an academic environment. This proficiency is recognized to those who can prove that they have completed a university degree related to the area in universities from Spanish-speaking countries. However, this recognition is not automatic and it happens upon careful evaluation of the candidate's documentation. • In case of not having this degree, the individual must submit other documentation (such as, the Higher Diploma of Spanish as a Foreign Language from the Cervantes Institute) or any other similar one. • If the candidate does not have any type of certification attesting the level of language or the university qualifications which they have is not adequate, the person must take an admission test.	Electronic Registration Request. • Photocopy of a university degree or degree certification. Must be notarized or certified by a public institution or authorized by UNINI. • A regular photocopy of an identity document, foreign identity card, driver's license, or passport. • Students in any state wishing to start or resume a program of studies must submit a written request to the Department Director stating their motivations attaching all the additional documentation that they deem necessary. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. Students from graduate programs of other institutions can add grade transcripts, curriculums of thee subject studied, rating and approval system used. In the case of studies with qualifications that use scales other than 1 to 4, the certificate must include the respective equivalencies. • Present official credit transcripts or degree certification. • Those who have scholarships, should provide the relevant and supporting documentation. • Provide proof of payment of the registration fee which can be done by bank deposit or credit card payment. In the case of documents coming from abroad, the documents will be evaluated and reviewed by the university and may require verifications and/ or relevant legalizations. If they are in a language other than English, Spanish or Portuguese, a translation will be done.

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
Master in Teaching English as a Foreign Language (continues)	• Graduated with a bachelor degree or its equivalent from an accredited or recognized college or university, of any country. **Academic requirements:** BA Honors (4 years of university studies) in a field relating to Educational Studies, Languages or Social Sciences. Degrees in other areas will also be considered for admission to the MA program prior to completion of the entry exam. If the candidate has wide experience in the TEFL field and holds an Ordinary degree (3- year degree), he/she may be admitted to the MA course prior to individual evaluation by the Admissions Director. **Teaching experience** For all the TEFL courses (Master, Diploma, Certificates) a minimum of one year of teaching experience in ELT at any type of institution or in private tutoring is recommended. For the Certificates, if the candidate has no previous teaching experience, he/she may be asked to do take an admission exam. **Linguistic requirements** All candidates who are non-native speakers of English will have to provide evidence of passing one the following exams: **Cambridge:** • Cambridge FCE (First Certificate) - grade A. (Grade B or C requires the admission exam in order to be taken). • Cambridge CAE (Advanced) or CPE (Proficiency) - any pass grade. **TOEFL:** There are 3 versions of this exam: • Paper-based test (PBT) 550 minimum out of a total of 677 points. • Computer-based test (CBT) 230 minimum out of a total of 300 points. • Internet-based test (iBT) 79 minimum out of a total 120 points.	Electronic Registration Request. • Photocopy of university degree or certificate of studies. Must be notarized or certified by a public institution or authorized by UNINI. • A regular photocopy of an identity document, foreign identity card, driver's license, or passport. • Students in any state wishing to start or resume a program of studies must submit a written request to the Department Director stating their motivations and attaching all the additional documentation that they deem necessary. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. Students from graduate programs of other institutions can add grade transcripts, curriculums from the subject studied, rating system and approval used. In the case of studies with qualifications that use scales other than 1 to 4, this certificate should consist of the respective equivalencies. • Present official credit transcripts or degree certificates. • Those who have scholarships, should provide the relevant and supporting documentation. • Provide proof of payment for the registration fee which can be done by bank deposit or credit card payment. In the case of documents coming from abroad, the documents will be evaluated and reviewed by the university and may require verifications and/ or relevant legalizations. If they are in a language other than English, Spanish or Portuguese, a translation will be done.

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
Master in Teaching English as a Foreign Language (continued)	**Michigan Test:** EPEC (Examination for the certification of proficiency in English) - to pass. The Michigan ECCE (Examination for the certification of competency in English) is not accepted since the level is too low. If the candidate does not have any of the certificates mentioned above, and if he/she is not a native English speaker, will have to take the admissions test. English certificates from any other language schools will generally not be accepted, but may still be submitted for evaluation by the teachers on the course. If no consensus is reached regarding the qualification, the candidate will have to take the admissions test. **Nevertheless**, having English as an L1 doesn't imply that a student has the linguistic level that this Masters demands. So, as a last resort, the company's management team of this program can demand that the candidates pass a test that proves that they possess the level required.	

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
Master in Project Design, Administration and Management	• Graduated with a bachelor degree or its equivalent from an accredited or recognized college or university, of any country. • Know the language in which the program is imparted. Provide supporting documentation if necessary or perform the corresponding competence test.	Electronic Registration Request. • Photocopy of the university degree or certificate of studies. Must be notarized or certified by a public institution or authorized by UNINI. • A regular photocopy of an identity document, foreign identity card, driver's license, or passport. • Students in any state wishing to start or resume a program of studies must submit a written request to the Department Director stating their motivations to and attaching all the additional documentation that they deem necessary. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. Students from graduate programs of other institutions can add grade transcripts, curriculums from the subject studied, rating system and approval used. In the case of studies with qualifications that use scales other than 1 to 4, this certificate should consist of the respective equivalencies. • Present official credit transcripts or degree certificates. • Those who have scholarships, should provide the relevant and supporting documentation. • Provide proof of payment for the registration fee which can be done by bank deposit or credit card payment. In the case of documents coming from abroad, the documents will be evaluated and reviewed by the university and may require verifications and/ or relevant legalizations. If they are in a language other than English, Spanish or Portuguese, a translation will be done.

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
Master in Project Design, Administration and Management with a Specialty in Architecture and Urban Planning	• Graduated with a bachelor degree or its equivalent from an accredited or recognized college or university, of any country. • Know the language in which the program is imparted. Provide supporting documentation if necessary or perform the corresponding competence test.	Electronic Registration Request. • Photocopy of the university degree or certificate of studies. Must be notarized or certified by a public institution or authorized by UNINI. • A regular photocopy of an identity document, foreign identity card, driver's license, or passport. • Students in any state wishing to start or resume a program of studies must submit a written request to the Department Director stating their motivations to and attaching all the additional documentation that they deem necessary. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. Students from graduate programs of other institutions can add grade transcripts, curriculums from the subject studied, rating system and approval used. In the case of studies with qualifications that use scales other than 1 to 4, this certificate should consist of the respective equivalencies. • Present official credit transcripts or degree certificates. • Those who have scholarships, should provide the relevant and supporting documentation. • Provide proof of payment for the registration fee which can be done by bank deposit or credit card payment. In the case of documents coming from abroad, the documents will be evaluated and reviewed by the university and may require verifications and/ or relevant legalizations. If they are in a language other than English, Spanish or Portuguese, a translation will be done.

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
Master in Project Design, Administration and Management with a Specialty in Innovation and Product	• Graduated with a bachelor degree or its equivalent from an accredited or recognized college or university, of any country. • Know the language in which the program is imparted. Provide supporting documentation if necessary or perform the corresponding competence test.	Electronic Registration Request. • Photocopy of the university degree or certificate of studies. Must be notarized or certified by a public institution or authorized by UNINI. • A regular photocopy of an identity document, foreign identity card, driver's license, or passport. • Students in any state wishing to start or resume a program of studies must submit a written request to the Department Director stating their motivations to and attaching all the additional documentation that they deem necessary. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. Students from graduate programs of other institutions can add grade transcripts, curriculums from the subject studied, rating system and approval used. In the case of studies with qualifications that use scales other than 1 to 4, this certificate should consist of the respective equivalencies. • Present official credit transcripts or degree certificates. • Those who have scholarships, should provide the relevant and supporting documentation. • Provide proof of payment for the registration fee which can be done by bank deposit or credit card payment. In the case of documents coming from abroad, the documents will be evaluated and reviewed by the university and may require verifications and/ or relevant legalizations. If they are in a language other than English, Spanish or Portuguese, a translation will be done.

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MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
Master in Strategic Management with a Specialty in Management	• Graduated with a bachelor degree or its equivalent from an accredited or recognized college or university, of any country. • Know the language in which the program is imparted. Provide supporting documentation if necessary or perform the corresponding competence test.	Electronic Registration Request. • Photocopy of the university degree or certificate of studies. Must be notarized or certified by a public institution or authorized by UNINI. • A regular photocopy of an identity document, foreign identity card, driver's license, or passport. • Students in any state wishing to start or resume a program of studies must submit a written request to the Department Director stating their motivations to and attaching all the additional documentation that they deem necessary. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. Students from graduate programs of other institutions can add grade transcripts, curriculums from the subject studied, rating system and approval used. In the case of studies with qualifications that use scales other than 1 to 4, this certificate should consist of the respective equivalencies. • Present official credit transcripts or degree certificates. • Those who have scholarships, should provide the relevant and supporting documentation. • Provide proof of payment for the registration fee which can be done by bank deposit or credit card payment. In the case of documents coming from abroad, the documents will be evaluated and reviewed by the university and may require verifications and/ or relevant legalizations. If they are in a language other than English, Spanish or Portuguese, a translation will be done.

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MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
Master in Strategic Management with a Specialty in Information Technology	• Graduated with a bachelor degree or its equivalent from an accredited or recognized college or university, of any country. • Know the language in which the program is imparted. Provide supporting documentation if necessary or perform the corresponding competence test..	Electronic Registration Request. • Photocopy of the university degree or certificate of studies. Must be notarized or certified by a public institution or authorized by UNINI. • A regular photocopy of an identity document, foreign identity card, driver's license, or passport. • Students in any state wishing to start or resume a program of studies must submit a written request to the Department Director stating their motivations to and attaching all the additional documentation that they deem necessary. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. Students from graduate programs of other institutions can add grade transcripts, curriculums from the subject studied, rating system and approval used. In the case of studies with qualifications that use scales other than 1 to 4, this certificate should consist of the respective equivalencies. • Present official credit transcripts or degree certificates. • Those who have scholarships, should provide the relevant and supporting documentation. • Provide proof of payment for the registration fee which can be done by bank deposit or credit card payment. In the case of documents coming from abroad, the documents will be evaluated and reviewed by the university and may require verifications and/ or relevant legalizations. If they are in a language other than English, Spanish or Portuguese, a translation will be done..

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
Master in Strategic Management with a Specialty in Telecommu- nications	• Graduated with a bachelor degree or its equivalent from an accredited or recognized college or university, of any country. • Know the language in which the program is imparted. Provide supporting documentation if necessary or perform the corresponding competence test.	Electronic Registration Request. • Photocopy of the university degree or certificate of studies. Must be notarized or certified by a public institution or authorized by UNINI. • A regular photocopy of an identity document, foreign identity card, driver's license, or passport. • Students in any state wishing to start or resume a program of studies must submit a written request to the Department Director stating their motivations to and attaching all the additional documentation that they deem necessary. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. Students from graduate programs of other institutions can add grade transcripts, curriculums from the subject studied, rating system and approval used. In the case of studies with qualifications that use scales other than 1 to 4, this certificate should consist of the respective equivalencies. • Present official credit transcripts or degree certificates. • Those who have scholarships, should provide the relevant and supporting documentation. • Provide proof of payment for the registration fee which can be done by bank deposit or credit card payment. In the case of documents coming from abroad, the documents will be evaluated and reviewed by the university and may require verifications and/ or relevant legalizations. If they are in a language other than English, Spanish or Portuguese, a translation will be done.

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
Master in Environmental Management and Audits	• Graduated with a bachelor degree or its equivalent from an accredited or recognized college or university, of any country. • Know the language in which the program is imparted. Provide supporting documentation if necessary or perform the corresponding competence test.	Electronic Registration Request. • Photocopy of the university degree or certificate of studies. Must be notarized or certified by a public institution or authorized by UNINI. • A regular photocopy of an identity document, foreign identity card, driver's license, or passport. • Students in any state wishing to start or resume a program of studies must submit a written request to the Department Director stating their motivations to and attaching all the additional documentation that they deem necessary. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. Students from graduate programs of other institutions can add grade transcripts, curriculums from the subject studied, rating system and approval used. In the case of studies with qualifications that use scales other than 1 to 4, this certificate should consist of the respective equivalencies. • Present official credit transcripts or degree certificates. • Those who have scholarships, should provide the relevant and supporting documentation. • Provide proof of payment for the registration fee which can be done by bank deposit or credit card payment. In the case of documents coming from abroad, the documents will be evaluated and reviewed by the university and may require verifications and/ or relevant legalizations. If they are in a language other than English, Spanish or Portuguese, a translation will be done.

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
Master in Physical Activity: Sports Training and Management	• Graduated with a bachelor degree or its equivalent from an accredited or recognized college or university, of any country. • Know the language in which the program is imparted. Provide supporting documentation if necessary or perform the corresponding competence test.	Electronic Registration Request. • Photocopy of the university degree or certificate of studies. Must be notarized or certified by a public institution or authorized by UNINI. • A regular photocopy of an identity document, foreign identity card, driver's license, or passport. • Students in any state wishing to start or resume a program of studies must submit a written request to the Department Director stating their motivations to and attaching all the additional documentation that they deem necessary. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. Students from graduate programs of other institutions can add grade transcripts, curriculums from the subject studied, rating system and approval used. In the case of studies with qualifications that use scales other than 1 to 4, this certificate should consist of the respective equivalencies. • Present official credit transcripts or degree certificates. • Those who have scholarships, should provide the relevant and supporting documentation. • Provide proof of payment for the registration fee which can be done by bank deposit or credit card payment. In the case of documents coming from abroad, the documents will be evaluated and reviewed by the university and may require verifications and/ or relevant legalizations. If they are in a language other than English, Spanish or Portuguese, a translation will be done.

TECHNOLOGY REQUIREMENTS

Technical Skills and Knowledge Necessary to Access and Complete Studies

All students enrolled in the programs of the Universidad Internacional Iberoamericana will receive the required instructions to pursue their studies at the beginning of the program, covering both the acquisition of skills in use and management of computing resources such as integration with other students and the University community.

Description of Technical Equipment and Programs Necessary for Distance Learning

In distance learning programs students must have a computer with the following software, hardware and infrastructure for the current configuration of the University's virtual campus:

Equipment

- Mid-range Computer or higher. At the time of writing this document, Intel Pentium G860 of 3 Ghz.
- Monitor.
- Webcam and audio system. The Program's development requires video conferences to be conducted, and supervised exams that use these devices.

Infrastructure

- Internet connection for a minimum of 2 hours a day.

Software

The following programs to be installed on computers (indicates the recommended configuration):

- Operating System (their latest versions):
  − Mac OS X.
  − GNU/Linux - Distribución Ubuntu o Linux Mint.
- Web Browser (their latest versions):
  − Mozilla Firefox.
  − Google Chrome.
  − Microsoft Internet Explorer.
  − Safari.

Notes:

* It is recommended to always have the latest browser version.

* All browsers must enable JavaScript™.

* To use the chat rooms and whiteboard, Java™ must be enabled.

* To use the ticket based authentication, browser cookies should be enabled.

* All technical specifications delivered can vary in order to improve the quality of student performance. Any changes will be reported and will not affect current students.

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* These specifications do not prevent students from entering a program because the computer services offered by the University are accessible by many computers available in public places or computers rented per hour. However, the above characteristics are the ones that allow efficient performance and enable optimum use of educational resources available in the virtual campus. What is recommended is to always have computer access.

ABOUT THE ETHICAL AND LEGAL USE OF INFORMATION TECHNOLOGIES

The institutional policy ensures the appropriate use of information technology and telecommunications for the university's community, the University officers, external clients and users of information systems and telecommunications of the University. The policy applies to the institutional use of the University's information on paper, tape, electronic communication and other analog media.

The University will provide access to local sources of information, nationally and internationally, to ensure intimacy and confidentiality in the use of information technologies, including email files and printed lists of users. Also, it will protect administrative, educational and research information systems, from accidental modifications or unauthorized and intentional misuse, destruction, or disclosure.

Also, it will strive to safeguard the integrity of the information systems in workstations, networks, laboratories and other University facilities or properties.

All users have the responsibility to use information technology efficiently and effectively, with deference to the trust and public ethics, in accordance with the laws and University regulations. They must also commit to cooperate with state and federal agencies, as well as other interested parties, so that the environment of information technology at the University and its internal and external networks remain protected from any interference.

ADMISSION TO THE UNIVERSITY

From the moment that the university receives the payment of tuition, admits the candidate to the university. The Admissions Department will notify the candidate about the admission to the university through email and mail.

NOTIFICATION OF ACCEPTANCE OR DENIAL OF ADMISSION

The candidate who meets the specified requirements for admission to a program will be admitted to the program. The Admissions Department will notify the candidate through email or mail within a period of three (3) to five (5) business days.

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Process Review

The application process may require review by the Coordination Department or the Dean of Students Affairs, who emit admission criteria. These entities of the University may require or provide details of the applicant or university candidate.

The candidate can and should make any requests to the Dean of Students Affairs through official means during the admissions process.

In this process, the Dean of Students Affairs will request the Department Director to coordinate the Program of Study in which the candidate is interested.

Enrollment Agreement

If the admission is approved, the Admissions Department, with the cooperation of the Administration and Finances Deanship prepares the Enrollment Agreement. The student must sign the enrollment agreement before they are registered.

Acceptance and Credits Transfer

Regarding authentications and validations:

The University conducts a process of content recognition only among graduate programs which serves to standardize or validate studies. Recognition of content may require examinations to verify certain subjects. The University validates or authenticates only when the subject content has been completely evaluated.

The whole process requires notarized or original documents.

The process will be performed by the Dean of Academic and Strategic Management and/or the Department Directors.

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Course Transference Policy

- Transfers are considered from courses with an A or B grade from an accredited institution in Puerto Rico or from a foreign one.

- The student that wishes to apply for a transfer should comply with all admission requirements.

- Courses that were completed more than 10 years ago will not be validated. Courses that were taken 10 years or less may be validated if the course content has not changed significantly.

- The courses should have the same or greater number of credits, and the description must be equivalent to the course description in UNINI. Those courses which number of credits is less than UNINI's should be carefully evaluated by Academic Dean.

- Courses graded with an S or a P will not be validated.

- Courses will not be validated by job experience.

- It is the student's responsibility to present the University catalog where they studied the subjects, in those cases where it is not available on the Internet.

- The courses that are validated will be documented in the academic record and graded with a T (Transference).

- If the student has taken courses in more than one academic institution, each transcript will be evaluated independently.

- Up to 50% of the institution's credits can be validated.

- Only courses that are from the same level will be validated.

- The credits that are validated will be permanently included in the academic record, but are not used to calculate the student's average grade.

ACCEPTANCE OF CREDIT TRANSFER STATEMENT

Acceptance of academic credit transference is determined by the receiving institution.

FINANCIAL INFORMATION

COSTS AND POLICY COSTS

COST	
Description **(The university considers Tuition Costs all those costs which are associated with the integration and development in the academic lifespan, whose payment gives the student rights and obligations).**	*Total Program Cost*
Master Program Cost (or rate): This amount may be paid according to the facilities granted by the university through its installment payment programs or academic credits. The Master's Program Cost is a refundable fee as indicated in the reimbursement rules established by the university. The price of our programs is universal and not by credits.	*$10,500.00*
EDUCATIONAL SCHOLARSHIPS *An evaluation committee will examine the suitability of each candidacy in function of the provided antecedents, their academic and professional record, their personal and family income, and their socio-family conditions.*	*($0.00)*
Total to be paid by the student for the program cost	*$0.00*
Admission fee (paid upon admission application).	*$50.00*
One-time registration fee (paid once the Enrollment Agreement is signed).	*$200.00*
Enrollment fee This amount includes the registering costs when enrolling to the program, the virtual tutoring, and delivery of materials and access to the Virtual Campus. (paid once the Enrollment Agreement is signed; the Virtual Campus cannot be accessed until this fee is paid).	*$250.00*

Regarding costs:

- These costs do not include charges for credit transcripts, Tuition Certifications, the shipment of documents, payment certifications and the payment of the degree fees.
- The values included in the table are the same for any student whether they live in Puerto Rico or not. However, the program's final cost varies according to the scholarship amount.
- The University reserves the right to make changes to all registration costs. These amounts will be publicly reported to applicants and students by the means provided for this purpose and will not affect students who have already begun their studies and do not present interruptions.
- Any student who applies for or is affected by an interruption of studies for any reason (partial withdraw) will be disabled of using the virtual campus and virtual learning resources, or any infrastructure of the university during their partial withdraw.
- Any other charge for specific or special purposes will be announced in advance.
- The cost of textbooks is included in the total program cost.

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- All collections will be done in advance or the same day at the beginning of a process or during indicated dates. Before proceeding with any collection, the University will provide information and documentation that authorizes the charge. Payments must be accompanied by supporting documentation which will be confirmed by the University.

- Given that the cost is for the entire program, there is no discount for credit transfer of subjects.

- The university programs are designed to be completed in twenty-four (24) to twenty-five (25) months. The student has a term of thirty-six (36) to thirty-seven (37) months through a maximum of two extensions of six (6) months each, at a cost of $500.00 US dollars by extension, to complete the program.

PAYMENT PLAN

The established Payment Plan for the Program Cost is the following:

PAYMENT PLAN				COST ITEMIZATION			
Fees		Monthly payment plan		Cost of the program with scholarship (if applicable)	Administrative Service Fee	Total cost of Program	Total cost (fees and monthly payments)
Admission Fee	$ 50.00	Amount of Installments	25				
Registration Fee (One time)	$200.00						
Enrollment Fee	$250.00	Installments	$239.00	$5,250.00	$725.00	$5,975.00	$6,475.00
Admission date	April 15, 2016	Program initial date	May 15, 2016				
		Expected ending date	June 15, 2018				

All charges will be made on the date indicated in the Enrollment Agreement that has been chosen by the student in the payment order.

An Unpaid status is applied to students who fail the agreed payments. The Administration and Finance Deanship will follow up on the student from the moment that they fail payment. During this status, the student will not have access to the Virtual Campus.

CANCELLATION

If the student wishes to make a complete withdrawal, at any time, he/she must notify the university through email, mail, or visiting the offices of UNINI.

The student will have (5) calendar days (the fifth day included) after signing the agreement to cancel the enrollment (i.e. decline your enrollment) and receive a full refund of the money (100%) paid to UNINI, including the Admission Fee, Enrollment Fee and the Registration Fee.

If the student cancels the enrollment after the fifth calendar day (i.e. from the sixth day) after signing the agreement, but before the beginning of the program, the student will be entitled to a reimbursement of the total money paid to UNINI, except the following amounts:

- 20% of the One-time Registration Fee
- Admission Fee

REIMBURSEMENT

If the student cancels the enrollment after the fifth calendar day after signing the agreement, and after having started the program, he/she will be entitled to a refund according to the percentage of subjects taken:

Percentage completed by the student	Percentage of the Program Cost to be reimbursed including the Enrollment Fee	Admission Fee and One-time Registration Fee
1% - 10%	90%	• The Admission Fee is none reimbursable. • 80% of the One-time Registration Fee is reimbursed.
11% - 25%	75%	
26% - 50%	50%	
51% - 100%	0%	• The Admission Fee is none reimbursable. • The One-time Registration Fee is none reimbursable.

All refunds will be fulfilled in a period of no more than 30 days after requested.

In case of cancellation for reasons beyond the student's control, special consideration will be given to the request for reimbursement, as long as it is accompanied by the corresponding evidence.

Students who cancel their studies and have paid for the entire program and who are not entitled to reimbursement, may receive the study materials of their program. This decision will be subject to an evaluation by the Planning, Management and Academic and Administrative Development Committee.

These rules may be revised, adapted, extended and improved based on any proposal from the Dean of Student Affairs, upon approval from the Rector and the Board.

FINANCIAL AID

INSTITUTIONAL SCHOLARSHIPS

UNINI will examine the suitability of each candidate depending on their antecedents, academic and professional record, personal and familiar economic income and the social-familiar conditions.

Scholarship Application

Admitted candidates that have been accepted to a program and want to apply for a scholarship may receive the respective certificates of acceptance and his/her spot will be reserved for 6 months from the date of notification of acceptance to the program by the Admissions Director. If after this period the University does not receive any document, he/she will be contacted and must accept admission or withdraw from the process and will lose the spot until reapplying.

DESCRIPTION OF THE MEANS OF COMMUNICATION TO BE USED TO INFORM THE FINANCIAL AID AVAILABLE

UNINI will notify about financial aids through the press and internal communication media and through student meetings.

ACADEMIC LIFE

Academic Life is the time in which a student is active in the program. The total of periods in which the student is in this status must not exceed the program duration in terms of time, with the opportunity of an extra year divided in two extension. The maximum Academic Life term depends on the program duration. Academic Life implies the official enrollment date in the University until the date that the student submits the final work for graduation.

When beginning the academic life:

- A student enters a program of study following the admissions requirements of the university and meets the requirements of the program that they choose.

- The student receives a copy of the Program of Studies and the Outline to formalize the beginning of the studies. The student shall study with the certainty of having the skills and technical knowledge and resources to study at a distance.

- Students provide all required documentation and sign all required documents.

- The student will provide the documentation requested and will sign the documents required.

- The student courses the subjects following the program of studies. He/she receives access to the Virtual Campus and will receive printed material as studies progress upon approval of their enrolled subjects.

- At all times, the student is considered an active student, except when other events occur that lead to partial withdrawal, withdrawal, thesis or graduated student status. The status of the student may vary according to the rules of the university.

- Students from other institutions or reinstated to the University have their own program of study if necessary. These students must complete the required registration process.

- In the event that the educational program and/or Schedule of their studies is or are modified, the University will honor the Study Plan in force at the time of enrollment until two years after the date that corresponds to the term, calculated from the day the document is signed. The schedule of their studies can be altered as long as the student is the main beneficiary.

- The university programs are designed to be completed in twenty-four (24) to twenty-five (25) months. The student has a term of thirty-six (36) to thirty-seven (37) months through a maximum of two extensions of six (6) months each, at a cost of $500.00 US dollars by extension, to complete the program.

- All students entering the first term of a program must perform and successfully complete the required socialization activities for distance learning.

- The results of the assessments are informed in the following 2 weeks, and each student will be assisted and evaluated by the specific tutor of those activities. This tutor will notify the student of his shortcomings if there are any to reinforce.

- All students will be given information about the professors involved in the program in which they are studying.

Regarding internships:

- In the event of any required internships, these will be approved and supervised according to the Internship Manual of the University.

Regarding regulations:

- Every student has the right to appeal any University rule requesting exception or interpretation. In this case the student must write to the Department Director who will submit the request for evaluation to the Departments Council and the Directors of the University. The issue will be discussed in the Senate and will be resolved by this body. The Director will notify the student and the Rector will inform the agencies involved and/or affected by any kind of resolution. The student must apply no later than 60 days before the regulation affects them. The Senate will issue a resolution within 15 working days after receiving the notice. The resolution will be in the Student Record.

ASSESSMENT TECHNIQUES

The academic programs from the Universidad Internacional Iberoamericana present two different types of assessment techniques: subjective and objective.

a) Subjective Assessment Techniques:

This category includes all tests or tasks involving the judgment of a tutor or professor, and it is particularly useful for assessing multiple aspects of the student such as self-expression, initiative, the ability to act with regard to a specific context or situation, the ability to face problems, demonstrate social skills and apply the proper use of the provided tools to solve activities. Here are included: the assignment of an academic task, practice activities, open-ended question exam, forum activities, oral report and portfolio.

b) Objective Assessment Techniques:

The objective assessment techniques refer to tests composed of open ended questions and/or direct answers. In the first case, the student must respond to the question with a single answer between several options given; and in the second, the student must produce a minimum answer (usually a word), that may be scored as correct or incorrect by the professor.

This evaluation technique is opposed to the subjective assessment where the professor makes no value judgment. This includes multiple-choice questions, true or false exercises, relation and identification exercises.

Program and subject evaluations

The evaluation of the subjects of all programs is carried out from three of the evaluation tools defined in the previous paragraph to combine both subjective and objective techniques, and so be able to evaluate different aspects (knowledge, attitudes and skills), and integrate different cognitive styles.

In addition, some programs may include classroom evaluations at the university or supervised by a proctor.

The final grade of the academic programs is derived from the deliberation of the credits from each subject and the Master's thesis.

Regarding the Master Thesis

The Master's Thesis is the final project (FP) of the master's program.

To begin the thesis development, the student must have completed 66% of the program's credit.

The standards set forth in the Guidelines for Master's Thesis are located in the Virtual Campus. These guidelines have been designed to offer the necessary guide in the FP's entire elaboration process.

The student will carry out the oral defense in person in the installations of the Universidad Internacional Iberoamericana. Students from the United States and foreign countries may carry out their defense via Skype from the FUNIBER offices located in the different countries or in Universities with agreements, through a video conference with the guaranteed technical and academic means.

In relation to the presented thesis document and the defense carried out, the thesis board:

1. Will evaluate the work presented by the student.

2. May require that the student make changes, improvements and/or corrections when formal and methodological aspects need to be improved.

3. May reject the presented thesis before grave situations, such as plagiarism, and demand the student to begin a new thesis following the Thesis Standards in the Institution.

The minimum qualification to pass the thesis is a B = 80% or GPA of 2.50 to 3.49 and 7.0 to 8.5 in the European System.

All student appeals must be made following the appeal procedures stipulated, bearing in mind that this must be carried out in no more than 10 business days after receiving the grade for the Master's Thesis. The University will direct an investigation that will handle the appeal. This process should take no more than a month, and has two possible results: to sustain or to revise the grade.

If the grade is sustained, the action of the Thesis Registry closes. If the grade is revised, it will be reviewed again getting a new grading.

Any impact on this process will be managed by the Program Director logging the proceedings and actions.

INSTITUTION'S CREDIT HOUR POLICY

Each student will progress in their studies according to the academic program. The amount of time that must be devoted to the studying and completing each of the subjects varies according to the appropriations that have been assigned to it. UNINI will measure the credit courses by the learning outcomes achieved through 45 hours of student work for one unit (one credit hour). One unit is 15 hours of academic engagement and 30 hours of preparation. This formula is typically referred to as a Carnegie unit.

Student work includes direct or indirect faculty instruction. On one hand, academic engagement includes the following activities:

Directed and supervised activities	Participation in forum activities
	Correction of exercises
	Tutoring (individual – group)
Evaluation activities	Exam performance

And on the other hand, preparation is related to the following activities:

Autonomous activities	Watching and working with virtual exhibition sessions
	Preparation of forum activities
	Personal study of the contents and readings
	Development of group or individual work
	Performance of Practical Activities
	Performance of self-evaluation and reflection activities

Therefore, a 3 credit hour course requires 45 hours of academic engagement and 90 hours of preparation.

The number of credits that is assigned to each subject is directly related to the estimated time that the student must dedicate to develop the skills, acquire the knowledge and achieve the learning objectives defined through the implementation of the learning activities planned for that purpose. Based on this premise, it is expected that the time of study in a subject of 3 credits is between 4 and 6 weeks depending on its characteristics. Which means a commitment, by the student, of 22 hours, 30 minutes and 33 hours and 45 minutes weekly.

During this period, the student courses one subject.

INSTITUTION'S ACADEMIC GRADING POLICIES

UNINI's Grading Policy is based on the Grade Point Average Standard (GPA) used by most of Universities in the United States and Puerto Rico:

The moment the student is enrolled in an educational program, he/she is enrolled in the subjects of the study program. The credits enrolled are the total for the program and the student must comply with the term of duration of the academic life. The student cannot enroll in other subjects.

Grades will be expressed in letters A, B, C, D, or F in a GPA scale. A course is approved with a minimum grade of B in the GPA scale.

At the end of the studies, the student receives a final grading on the program that is based on an average of the scores obtained in the subjects and in the Master Thesis. In some programs, the student must take a final classroom exam, which will be valued as PASS or NO PASS. To obtain the Diploma, the Final Grade of the Program must be equal to or greater than B (and in the programs that require it, the student must have obtained a PASS in the final classroom exam).

Every grade must be justified by the professor and the student can appeal in writing for a revision if he/she is not satisfied with the final grade obtained in the subject or some of the activities that constitute the evaluation. For it, the student has 10 business days after the grade was published. The following is a description of the **Grade Revision Procedure**:

1. In first place, a message must be sent to the professor of the subject requesting the revision of the final grade obtained in the subject or in any of the evaluation activities that comprise it. In this same message, the student should explain the reasons of the claim and justify his/her position in this regard.

   The professor has 10 business days, counting from the moment from when he/she receives the request from the student, to perform the review according to the arguments put forward by the student and give and to make a decision.

2. If the professor believes that the claim is not applicable, the student may request a new revision to the program director, who in turn must give an answer within a maximum period of 10 business days.

3. If the program director also dismisses the claim, the student, in last instance, can submit it to the department director.

4. The Department Director will answer the student in a maximum of 20 business days. The Dean of Student Affairs or a representative will participate in the analysis of the case. The decision arising will be final and firm, by agreement between the parties involved or simple majority.

> If there are modifications in this process about any changes made to the grade, the professor of the subject (with the approval of the program and area director) must inform the Registry Office to register the change in the student's file.

Students have the right to know the grade of an evaluation, as well as correction methods before undergoing a reassessment of the same nature in a subject. Final grades for the subject should be delivered before the instructor reports them to the Dean of Academic and Strategic Management.

The student can request a change of "hold" or "withdrawal" status or the University can change the student to one of these status.

Any special activities included in a program of study will be announced in advance to the student.

GRADING SYSTEM

The student receives a detailed feedback on his/her performance in the evaluation tests carried out, and to grade these evaluations the university uses a system equivalent to the GPA method ("Grade Point Average"). According to the system in UNINI, the grades are expressed in letters A, B, C, D or F.

To obtain the GPA of the program: The points for each subject are multiplied by the number of credits or hours for that subject, added together, and divided by the total number of credits or hours. The minimal grade at the end of the program should be B (2.50 - 3.49 GPA).

The following shows the equivalence between the values of UNINI quantitative and qualitative grades. It also expresses the GPA method equivalence:

Quantitative Values			Qualitative Value
0-10	**Grade Point Average (GPA)**	**%**	
10-8.6	4.00 – 3.50	100-90	A
8.5-7.0	3.49 – 2.50	89-80	B
6.9-4.5	2.49 – 1.60	79-70	C
4.4-4.0	1.59 – 0.80	69-50	D
0	0.79 – 0.00	49-0	F

To ensure that the grades are awarded with the fairness and consistency, especially in the case of subjective assessment techniques, all programs have evaluation criteria that the professors must apply using rubrics.

These evaluation criteria (rubric) vary depending on the program and the academic task that is being assessed.

SUBJECT RECOVERY

The student must carry out three evaluation activities throughout the educational process during the period that the student is pursuing a subject, as has been mentioned above, (educational evaluation) and at the end (summative evaluation).

If the student has a value lower than 7/10 (B), in the first call, will have two opportunities to overcome the subjects through recovery activities 1 and 2.

The student enters the first recovery in the correspondent section in the campus to access the evaluation instruments.

If the student fails again, must perform the second recovery and must obtain a maximum score of 8.5 points, which supposes an impact in the GPA. If the student fails the recovery-2, the student must enroll again in the subject.

COURSE EXTENSION OR INCOMPLETE GRADES

In exceptional cases, the professor may grade the performance of a student as incomplete (I), a grade that will be temporary and must be used only when the student cannot be graded according to the conditions established initially, due to acceptable and well-founded reasons. The professor must establish the terms of completion and a date, which must not exceed two months once the academic period has ended, informing the Registrar. This will be an out of term qualification. As long as a subject is graded as incomplete it will be considered as not graded.

Some students may receive a partial license. That license is granted only in the following cases:

- Illness (withdrawal from physical or mental disability).
- Maternity or paternity leave of absence.
- Extraordinary professional commission.
- Temporary stay abroad.
- Military Leave.
- Moving abroad.

All cases must be requested by the student and he required documentation for each situation. The case will not be accepted if the submitted documents do not accurately support the request, or if the information is false.

The Assessment tools that apply to each subject of the program are:

1. The evaluation of the performance of students in the ordinary call of each subject through the implementation of three evaluation instruments among which we can list: assignment, practice activity, forum activity, oral report, portfolio and evaluation (development or test). In the two calls for retakes, 20% of the final qualification must correspond to the grade that the student has obtained in the continuous assessment of the ordinary call; and the remaining 80%, must derive from the application of two evaluation instruments.

2. The selection of the instruments of evaluation based on the learning goals that have been established for each subject and its nature. In other words for each subject must be selected the evaluation instruments that better allow to measure the competencies that the student have reached in each course. The types of exercises that the student must solve in these tests should be similar to those worked in the training activities that are proposed in the framework of each subject (problem solving procedure, level of difficulty, academic requirements, among other topics).

   The evaluation system of each subject is clearly and completely explained t in the document titled "Subject Evaluation", which is available in the "Evaluation" section in the virtual classroom of the subject.

GRADUATION REQUIREMENTS

Each program has its own minimum requirements for graduation; however, the following is always expected by the University:

- To comply with all administrative requirements of the University.
  - Up-to-date documentation, no economic debt- infrastructure or material damage, no library debt, no submission to administrative or internal procedures, such as misuse of computer resources received from the University.
- To comply with all the economic demands in the enrolled program and those of the University.
  - Lack of economic debts or assets, no submission to financial or similar claims and to have paid the degree rates and other rights and to be up-to-date with the installments or program costs.
  - To have paid the University's graduation and diploma fees.
- To meet all academic curriculum requirements.
  - To have the entire educational program approved and the examinations required obtaining the degree or title and the favorable reports required of the respective committees if any, not have

been accused of plagiarism or questionable methods to obtain the degree or title and have the final work approved.

– Comply with the specific regulations in this regard.

– Comply with the requirements of the duration of University Life.

– Comply with the requirements of the duration of Academic Life.

SUPERVISED EXAMS (PROCTORING)

Online Evaluation Systems

For the online evaluation system basically there are three tools that minimize the risk of false identity when performing an activity:

- Access with user and password.
- Indicators of traceability
- Controls using videoconference: asynchronous and synchronous

Access with user and password.

All student enrolled is assigned an access account to the PANAL system, which is the entry path to the Moodle platform for the program. The account includes a unique user name for each student and a password that the student can change if desired.

Indicators of traceability

Once the test is delivered there are a series of indicators that alert us of possible fraud, for example:

- Grades that do not correspond to the trajectory followed by the student throughout the Program.
- Changes in the drafting style compared to other submissions.
- Substantial variations in the response time.
- Variations in the IP of the computer that has delivered the test and its relation with the grades. (This is valid only for statistics IP, the dynamics will always be different for the same user).

These indicators do not validate cases of fraud, but they alert professors to require the student in videoconference or in a face to face meeting the answers given, in order to check veracity.
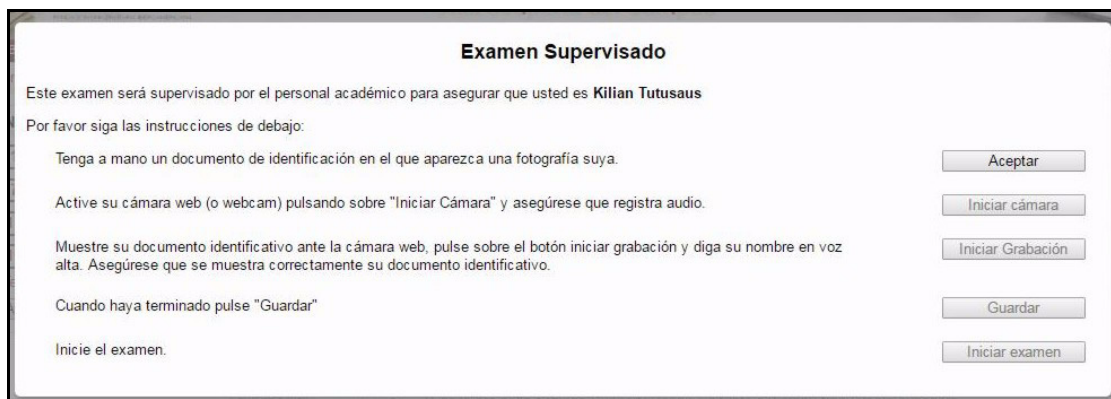
Student Identity Verification Procedures

Controls using videoconference: asynchronous and synchronous

UNINI is implementing different controls of the systems identity of the students through videoconferencing, in particular:

- **Asynchronous monitoring system**, where the student is recorded while performing the test and upon delivery the recordings are reviewed to verify the identity of the student and that the norms required for the activity were met.
- **Synchronous monitoring system** through which teachers can request the student to make a videoconference, at any moment during the test.

In the *asynchronous monitoring system*, the student is asked to conduct the evaluation in front of a webcam that records the student while completing the test.

(Translation of image: Supervised Test, This test will be supervised by the academic personnel to ensure that you are _____. Please follow the instructions below: Have an identification document that has a photo. Activate your webcam by clicking "Start Camera" and make sure that you have audio. Show your ID in the webcam, pulse the button start recording and say your name loudly. Make sure that your ID can be seen. When you finish pulse "Save". Start the test.

In this initial phase the identity of the student is verified and the technical devices needed to perform the recording that will be monitored are checked.
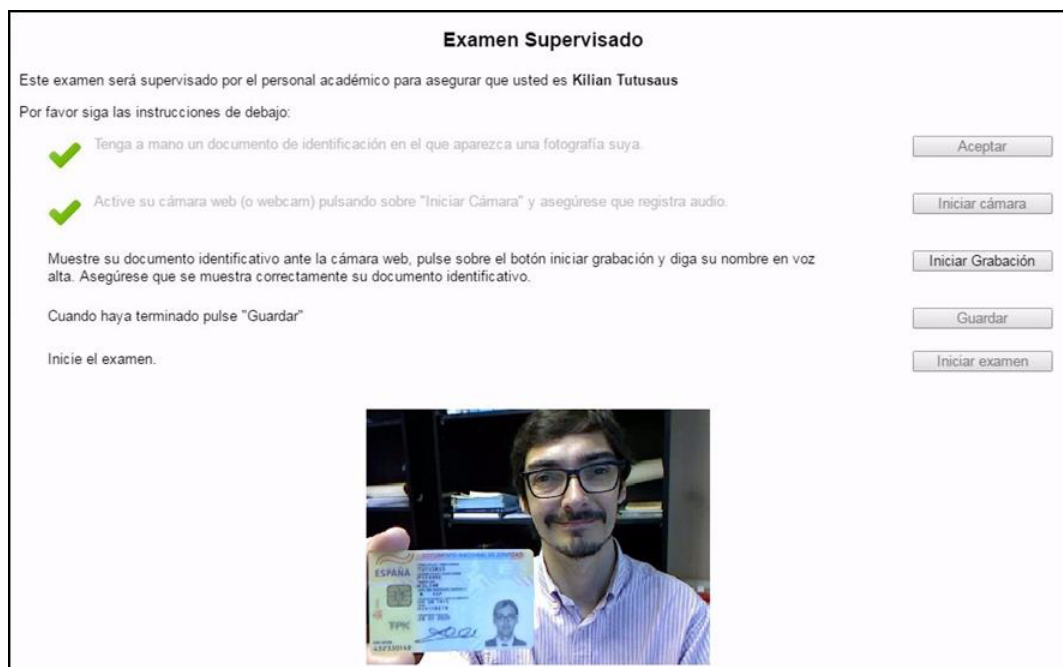
Figura 2: Launching of video-monitoring.

After this first phase and after completing all the steps, the test begins.

The supervisor records the outcome of the monitoring in the corresponding section and adds any necessary comments depending on the result.

If any incident is found, an alert is issued to the Director of the Program and the main professor of the subject to review the case and take the appropriate corrective actions.

The validity of the qualification in the evaluation is conditional to the results of the monitoring

In the current version of asynchronous monitoring system is established the performance of a minimum of three monitored reviews during the development of the program:

- The first one, when the student has exceeded 15% of the program credits. In order to provide a period of familiarization with the platform of the virtual campus.
- The second one, when the student has exceeded 45% of the program credits.
- The third one, when the student has exceeded 70% of the program credits.

In the case of the Synchronous Monitoring System, the student may be required while performing the test to initiate a non-programmed supervision, by activating a channel of video-conference communication with the monitoring personnel of UNINI.

Both videoconference monitoring systems - asynchronous and synchronous - require: from the technical point of view, devices for audiovisual recording (video [webcam] and audio), and from the legal point of view, to ensure that the registration of the information meets the regulation of FERPA concerning the terms of privacy and data protection. The student is informed during his admission process and it is specified in the document that the student completes and signs in his/her enrolment.

INSTITUTIONAL REGULATIONS

SATISFACTORY ACADEMIC PROGRESS STANDARD

UNINI has general academic progress in its interest to guarantee academic excellence. The standard of academic progress contains evaluation criteria to determine the student's Satisfactory Academic Progress. In addition, this is the upkeep policy to ensure that the student can complete the degree and the satisfactory academic progress.

The standard has three principal components:

- Number of credits approved each year.
- Accumulated academic index.
- Maximum time period to obtain the degree based on the program.

The student's performance is evaluated based on those criteria. To have academic progress, the student must:

- Have approved at least 50% of the credits attempted during the first academic year.
- Have reached the required academic index for the total number of accumulated completed credits (B=80%).
- Must have completed all of the credits for the subjects on or before the first 20 months.
- Complete the academic degree on or before the recommended maximum period of time for the program.
- The Satisfactory Academic Progress Standard depends on all the components together, not each one in particular.

The validated credits are not taken into consideration when computing the grade point average. The student should have passed 50% of all credits intended.

Purpose

The purpose for the Standard of Academic Progress is to ensure that the student can complete the degree in the time specified by the institution.

Objectives

- Determine the number of student's attempted and approved credits.
- That the accumulated general point average (GPA) is evaluated.
- To comply with the maximum time period to obtain the degree based on the program.
- Increase student retention.
- Increase graduation rate.

Appeal Process

1. The student has three calls (one ordinary and two recovery) to achieve the Satisfactory Academic Progress Standard. If the student fails, he/she can appeal the decision at a Committee named by the Rector and presided by the Students Affairs Dean. Besides, the Academic and Strategic Management Dean, the Registrar and the Professional Counselor will also be part of this Committee.

2. Extraordinary circumstances which could affect the student's academic performance, such as family death, divorce, serious illness, change of academic purpose will be taken into account. The student will be responsible for submitting in writing all the necessary documentation to support their appeal.

3. The Committee is convened by the Dean of Students Affairs, if necessary, and will have ten working days to resolve the situation once a meeting is called.

4. The Appeals Committee will evaluate each case and notify the student of the action taken.

5. It will also send a copy of the decision to the Dean of Students Affairs who will place the decision in the Management System.

The request for reconsideration shall be made by email to the Dean of Students Affairs.

Personnel Responsible for the Satisfactory Academic Progress Standard

The Standard of Satisfactory Academic Progress will be under the charge of the Dean of Student Affairs, the Dean of Academic and Strategic Management and the Professional Counselor.

STANDARD TO COMPLETE AN ACADEMIC DEGREE

All students should complete their academic degree on or before the maximum time period indicated in the program.

The Institutional Standard gives the Student a maximum of 12 additional months of the required time to complete the grade. The student that wishes to take advantage of this extra time may request a maximum of two extensions of six months each, through the Student Affairs and pay the corresponding costs to the Treasury Department.

PERFORMANCE STANDARDS

Regarding academic performance, University students:

- Must strive to seek and express the truth while respecting differences.
- Must actively participate in the Virtual Campus and seek to participate in onsite classroom activities, if any.
- Must maintain qualifications that meet the requirements of the University.
- Must respond monitoring requests carried out by the tutor to check progress.
- Must not exceed the academic time schedule indicated in these guidelines (or they may be asked to withdraw from the University).
- Must maintain, enhance, and disseminate the values of the University and the country.

ONLINE PERFORMANCE STANDARDS

Regarding academic performance, a student of the University:

- Must pass all subjects and graded activities with honesty and integrity.
- Must maintain an appropriate relationship between passed credits in courses versus the maximum time to complete the program.
- Can appeal any grade earned in a letter directed to the Department Director.
- Is responsible for the content of each document he/she generates and/or puts his/her name on.

ATTENDANCE AND INTERACTION IN CLASS

Regarding attendance and interaction in class, the University students:

- Will participate and interact in the subject and/or Virtual Campus (forums and other activities); as stated in the evaluations stated in Subject Evaluation.
- The participation and interaction may be evaluated in different manners, for example, evaluation and accounting of messages sent in the forums, virtual campus activity, etc.
- This information is detailed in the rubrics for the subject.

STANDARD RELATED TO ACADEMIC HONESTY

- Must not incur in any copy, plagiarism or falsification of documents, information or data.
- Must not submit false information, change of identity or falsification of own or someone's else identity.

ACADEMIC AND NON-ACADEMIC DISMISSAL STANDARDS

Infringement means any conduct that violates the exercise of rights and duties of students. Violations are classified according to their level as less severe, severe and very severe. This level will be determined by the Discipline Committee.

The student under investigation is not considered guilty under any circumstances until the final resolution by the Discipline Committee.

Types of violations:

1. **Specific less serious offenses:**

   - Alter the normal development of any academic activity through the Virtual Campus and/or visits to the university.
   - Be under the influence of alcohol or illegal substances when visiting the University.

2. **Specific severe offenses:**

   - Perform inadequate or unrespectable written expression in the Virtual Campus.
   - Violate provisions adopted by the University's authorities.
   - Perpetrate malicious acts intended to disrupt the legitimacy of any academic activity through the virtual campus.

- Submit altered or false documents.

- Distribute in the Virtual Campus material than can be offensive to the recipient.

- Make written expressions in the Virtual Campus that attempt against the prestige of the University, the community or its members.

- Intervene without authorization the computer systems of the University or use them to intervene without authorization in external systems.

- Make a malicious false statement to the Discipline Committee.

- Repeat in a less severe offense.

- When visiting the University, enter the University while having a sanction that prohibits his/ her entrance, cause or participate in any way of disturbance, that obstructs the development of the university activities, and/or hide, damage or destroy goods, documents or University, student, personnel or third party properties.

3. **Specific very severe offenses:**

- Alter any University document.

- Commit written violence through the Virtual Campus against the members of the University Community, for example, threats, false accusations, insults or interferences in the exercise of their rights.

- Repeat a severe offense.

- Use the content of the texts as own.

- To carry a weapon on college campuses (except for public order agents which due to the nature of their job are obligated to carry them) traffic, carry or store illegal substances or raw material that are used to obtain and take over goods, documents or propriety of the University, the students or any community member.

- Not attend to a meeting with the Discipline Committee on the day and time indicated.

- Use the name or logotype of the University, its entities and authorities without the corresponding authorization.

The Discipline Committee may extend or alter this list, without excluding or removing any infringement, according to the cases investigated and prosecuted.

Types of sanctions:

- Less serious will be sanctioned with one or more of the following:
  - Verbal warning.
  - Written warning.
- Serious breaches will be sanctioned with one or more of the following sanctions:

- Temporary suspension of participation in the Virtual Campus in all University activities (withdrawn student) from one day to a maximum of four months.

- Prohibition of entry into the physical facilities and the University's computer services for the sanctioned period. The student in this situation will be considered partial withdrawal.

- Very serious infringements will be sanctioned with one or more of the following:

  - Cancellation of the current registration and a temporary enrollment prohibition for the next year (withdrawn student).

  - Prohibition of entry into the physical facilities and the University's computer services during the sanctioned period (partial withdrawal).

  - Expulsion from the University, which means an indefinite admission prohibition (permanent withdrawn student).

- The sanctions will be recorded in the student's academic record.

- The imposition of disciplinary measures outlined above will be in accordance to the mitigating circumstances or aggravating responsibility in each case. Good academic background, prior good conduct, or remedying part or all of the damage done by the infraction can be considered as extenuating circumstances.

- The Discipline Committee may, in certain cases, lower the sanction degree in exchange of alternative sanctions which promote the rehabilitation of the student and the benefit of the University community.

- Disciplinary measures will be applied without affecting the exercise of appropriate legal actions according to the law in force in the country. Being a Distance Education University, legal action outside the country or application of international standards is not excluded.

- If an officer or teachers contributes to false, erroneous or incomplete information, they will be sanctioned with temporary suspension without payment for a period of one academic year. If there is a recurrence, the officer or teacher can be dismissed from the University. This investigation will be conducted by the Discipline Committee following the same operating procedure.

- In the event that a member of the Discipline Committee commits acts that affect the proper performance of the Discipline Committee the member shall be expelled from the Committee and the vacancy shall be filled by the Rector. In case of officers or professors, they shall be punished with the temporary suspension of activities without payment for a period of one academic year. If there is a recurrence, a dismissal procedure will be applied. This investigation will be conducted by the Committee following the same procedure.

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STANDARDS OF BEHAVIOR

Student code of conduct

University students are considered responsible for their ethic, moral and legal actions. Who accept the University's Mission and all of its standards, regulations, and statutes and as such count with the rights to participate in its academic life.

Regarding conduct, a student at the university:

- Will make good use of the University's services.
- Will not participate in or involve the University or any third party in any illegal or unlawful act, as well as any act that impact their own, the University's or third parties ethics, morals and/or integrity.
- Will comply with the educational program responsibly.
- Will not give any false information to the University.
- Will not abuse their rights and obligations.
- Will not engage in copying, plagiarism or falsification of documents, information, or data.

MUTUAL RIGHTS AND OBLIGATIONS OF THE INSTITUTION AND STUDENTS

The University promotes the creation, discovery, organization, transmission and management of knowledge from its own teachings and from the reflection processes on the application of these same teachings.

The University aims to train people who have a clear understanding and specific understanding of the basic principles of science and technology, with a vision and perspective that integrates natural and social phenomena, and with study, work and research habits to act on their future activities with a strong and secure comprehensive preparation.

The University bases its course of action on the freedom and rights that each person enjoys which are granted by the constitution and laws of the country and the laws and regulations in defense of people worldwide.

The University defines the student, when applying these statutory norms and the policies and University life, as a person that complies satisfactorily with the requirements of admission and has the qualities of a student in accordance with the active regulations regardless sex, race, nationality, religion or political conviction.

Any person defined as a student of the University enjoys freedom and assumes obligations and rights toward the University and the University towards him/her. In general, a college student must show a high and unrestricted respect for the rights of others, excluding all forms of violence or incitement either physically or virtually. The University protects the individuality of opinion and behavior, but does not condone the exclusion of or aggression towards others arising out of individuality.

RIGHTS AND OBLIGATIONS OF THE INSTITUTION WITH STUDENTS

The student has the right to, and it is the obligation of the University to:

- Provide a solid scientific, technical, professional, humane and supportive education guided by the philosophy of the University.
- Develop in each student a strong resourceful and innovative spirit to produce advances and contribute solutions in the society and community.
- Encourage the expression of opinion as part of education with a solidarity and communal respect that arises from individual freedom of expression, opinion, and behavior.
- Inform, divulge, and diffuse all information affecting the University life especially relating to rules, regulations, and University decisions.
- Inform each person of the personal data contained in their academic records at the University.
- Have appeal mechanisms that are public, informed, fair and rightful to express appeals and petitions.
- Provide mechanisms to be heard by the appropriate authority on any aspect of University life.
- Always support freedom and equal rights, regardless of sex, race, nationality, religion or ideology.
- Provide a process for judging academic violations, which shall be made public along with the sanctions to be imposed.
- Ensure privacy of student information and provide the means for amends.
- The student cannot be deprived of their right of expression while being aware of the consequences of their actions.
- Ensure freedom of assembly and association in the terms accepted by society and its regulations.
- Ensure discussion with any teacher in appropriate terms for a University environment.
- Prevent use of subjects for research without informed consent.
- Provide academic counseling and monitoring in any University activity accepted or required.
- Ensure an academic load that does not affect physical, mental or cognitive conditions.

RIGHTS AND OBLIGATIONS OF STUDENTS TOWARDS THE INSTITUTION

The fundamental right of the student at the University is to be educated. This right is not limited to formal activities in the classroom, but extends to the interactions and experiences with other members of the University's community. The primary obligation of the student is to exercise this right to their maximum and show a conduct that allows the rest of the members of the University community equal exercise of their rights and the fulfillment of their obligations.

As an obligation of each student and right of the University, each student must:

- Contribute to their own education and that of others in a cooperative, collaborative and supportive manner giving their best effort to individual or group study.

- Maintain a conduct and attitude in virtual and physical space that is an example of the advancement, excellence and prestige of the University.

- Refrain from participating in acts or situations that may harm or diminish the image of the University without endangering individual freedom for which the student is civilly, administratively and criminally responsible.

- Have respectful interactions with peers and each of the members of the university community.

- Always promote a culture of respect with the natural and social environment in an ethical and responsible manner.

- Accept and follow the rules, regulations and any existing provision of the University.

- It is the responsibility of the prospect to get information to meet the statutory requirements of each country where the profession will be practiced.

- Use University resources for strictly academic purposes and within the philosophy of the University.

- Not commit infringement of regulations, and comply with the sanctions imposed in each case.

- Not provide false or misleading information or induce falsification of information.

- Not take part in activities that University regulations, national or international laws and regulations consider crimes or terrorist activities or of incitement to violence or denigration of any person or organization, or anything else that violates people or society. Also students may not use the means and resources provided and / or used by the University for this purpose.

RIGHTS AND OBLIGATIONS OF THE FACULTY TOWARDS STUDENTS

It is the right of each student and obligation of the Faculty, that each student:

- Has a public, informed, fair and equitable space for appeal to any academic event in which the student seeks or requires resolution.

- Be informed of all evaluation mechanisms to which one will be submitted 5 days before the start of each academic activity.

- Be treated equally.

- Should not be forced to incur any infraction consciously or unconsciously, or voluntarily.

COMPLAINT AND GRIEVANCE POLICIES

The claim and complaint process is a mechanism that allows that the student channels his/her claims when they understand that their rights have been affected, when he/she is not pleased with a decision made by the administration or the faculty or when they understand that their capacity to study or complete the program is affected.

The administrator personnel as well as the faculty will have the necessary time to propose the version of the facts. If necessary the claim will be refer to the authority and order agencies of Puerto Rico.

Students are informed, that if for any reason they do not agree with the measures adopted by the institution to solve the situation, they can contact or communicate with the Council of Education of Puerto Rico at 787-641-7100. The student must exhaust all efforts with the institution to solve the claim, before considering the possibility of presenting it to the CEPR.

This process will be available at all time in UNINI's webpage, the Institutional Catalog, the Student's Manual and the Faculty Manual.

I.   ADMINISTRATIVE CLAIMS

I.1.   Services (Books, Access to the PANAL and virtual campus, technical support)

This type of claims includes shipping services of materials, credit transcripts, certifications, diplomas, study plans and programs, as well as any other service offered by the Student's Affairs Deanship.

When UNINI receives a complaint or claim from a student related to administrative aspects, the procedure of the institution to handle the complaint consists of the following steps:

First: The student presents their complaint or claim to the Student Affairs, through the "Contact" tool available in the Panal.

Second: The Deanship of Student Affairs assesses and investigates the complaint or claim diligently, fairly and equitable and in a period of no more than ten (10) working days from receiving the claim.

Third: The receptor of the claim or complaint is contacted to discuss the measures and action to be taken.

Fourth: The planned measures are executed, based on the claim or complaint received.

Fifth: The receptor of the claim or complaint is contacted to discuss the measures and action to be taken.

II. TUITION (TUITION COSTS, PAYMENTS, TUITION CANCELLATION, REIMBURSEMENT)

This type of claims includes errors committed when collecting tuition or monthly payments, as well as other services, it also includes claims related to reimbursements.

When UNINI receives a complaint or claim from a student related to economic aspects, the procedure of the institution to handle the complaint consists of the following steps:

First: The student presents their complaint or claim to the Administration and Finance Deanship, through the "Contact" tool available in the PANAL.

Second: The Administration and Finance Deanship evaluates and investigates the claim or complaint in a period not longer than (10) working days after receiving the complaint or claim.

Third: The receptor of the claim or complaints is notified about the measures and action to be taken.

Fourth: The planned measures are performed, based on the claim or complaint received.

Fifth: The student is told of the action carried out and the decision made.

III. TECHNICHAL CLAIMS

When UNINI receives a claim or complaint from a student related to technical aspects (Access to the PANAL, Access to the Virtual Campus, problems to load documents to the Virtual Campus) the procedure of the institutions to manage the claim consists in the following:

First: The student presents the claim or complaint to Technical Support, through "Contact" in the PANAL.

Second: Technical Support evaluates and investigates the claim or complaint in no more than 24 hours after receipt.

Third: The recipient of the complaints or claims is contacted about the measures and actions that must be taking.

Fourth: The measures are carried out, based on the claim or complaint received.

Fifth: The student is notified of the action carried out.

IV. ACADEMIC CLAIMS

When UNINI receives a complaint or claim from a student related to academic aspects, the procedure of the institution to handle the complaint consists of the following steps:

IV.1. Grades

First: The student presents their complaint or claim to the professor of the subject using the "Message" tool available on the Virtual Campus, where he/she specifies the reasons to appeal the grade obtained. The claim must be made within the first ten (10) working days after the publication of the grade.

Second: The professor evaluates and responds to the student's claim in ten (10) working days after receiving the claim, explaining the grade given or correcting it.

Third: The professor makes the necessary corrections in the Virtual Campus and/or the student's academic record, if applicable.

Fourth: The professor makes the necessary corrections in the Virtual Campus and/or the student's academic record, if applicable.

Fifth: In the event that the student is not satisfied with the professor's final decision, they can submit their complaint to the program director using the tool "Letters to the Director" available on the Virtual Campus. The claim must be made within the first ten (10) working days after the professor's final decision.

Sixth: The program director evaluates the appeal and responds to the student's claim in ten (10) working days after receiving the claim.

Seventh: If the student disagrees with the evaluation process applied by the professor and the Program director, they can request a review of their grade, appealing to the department director within the first ten working days of receiving the decision.

Eight: The department director answers the student in a maximum period of 20 working days from receiving the claim. The Deanship of Academic and Strategic Management will participate in the evaluation of the case. The resulting decision will be final and firm, by agreement between the parties involved or a simple majority.

IV.2. Faculty

First: The student presents his/her complaint or claim to the Students Affairs Deanship, through the "Contact" tool available in the PANAL.

Second: The Deanship of Student Affairs evaluates and investigates the complaint or claim in a period of no more than ten (10) working days after receiving the claim.

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Third: The Deanship of Student Affairs submits the claim to the Deanship of Academic and Strategic Management.

Fourth: The Deanship of Academic and Strategic Management evaluates and investigates the complaint or claim diligently, fairly and equitable and in a period of no more than ten (10) working days after receiving the claim.

Fifth: The receptor of the claim or complaint is contacted to discuss the measures and action to be taken.

Sixth: The planned measures are executed, based on the claim or complaint received.

Seventh: The student is notified of the action carried out and the decision made.
Every student will have the responsibility to maintain, preserve and project a respectful attitude toward the faculty, as well as to the university community in general. Any act of inappropriate misconduct affecting the good name and image of the Institution, may be grounds for disciplinary action.

IV.3. Program (program content, expectations on the program)

First: The student presents their complaint or claim to the professor of the subject, through the "Message" tool available in the Virtual Campus.

Second: The professor evaluates and investigates the complaint or claim in a period of no more than ten (10) working days after receiving the claim.

Third: The professor submits the claim to the Deanship of Academic and Strategic Management.

Fourth: The Deanship of Academic and Strategic Management evaluates the claim or complaint.

Fifth: The receptor of the claims or complaints is contacted to discuss the measures and action to be taken.

Sixth: The planned measures are executed, based on the claim or complaint received.

Seventh: The student is notified of the action carried out and the decisions made.

IV.4. Library

First: The student presents his complaint or claim to the Librarian.

Second: The Librarian evaluates and investigates the complaint or claim in a period of no more than ten (10) working days after receiving the claim.

Third: The Librarian notifies the student of the action carried out and the decision made.

Fourth: In the event that the student is not satisfied with the Librarian's final decision, he/she can submit the complaint to the Students Affairs Deanship using the "Contact" tool available on the PANAL.

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Fifth: The Students Affairs Deanship evaluates and investigates the complaint or claim in a period of no more than ten (10) working days after receiving the claim.

Sixth: The receptor of the claims or complaints is notified about the measures and action to be taken.

Seventh: The planned measures are executed, based on the claim or complaint received.

Eight: The student is notified of the action carried out and the decision made.

Complaints or claims from students related to situations that affect the order, respect, or any type of discrimination, social status, among others; will be submitted to the Deanship of Student Affairs. The complaints or claims are handled in strict confidentiality.

The student has the right to appeal in accordance to the Appeal Process established by the institution.

Student Complaints or Claims to the Council of Education of Puerto Rico (CEPR):

The student is free to submit to the University a complaint or dispute about any situation that they understand affects their ability to study or complete their study program in the institution.

Students will be informed, that if for some reason they do not agree with the action taken by the Institution to resolve the situation, they may contact the Puerto Rico Council of Education (CEPR). The student must exhaust all efforts with the institution to solve their complaint before submitting any complaint to the CEPR.

POLICIES

PRIVACY POLICY TO PROTECT THE INFORMATION IN THE ACADEMIC RECORDS (FERPA LAW)

The University complies with the provisions of the Buckley Amendment (*Family Educational Rights and Privacy Act of 1974, as Amended*). This federal law protects the privacy of student educational records and establishes their right to inspect and review those records. This provides further guidelines for correcting the accuracy of the information through informal and formal hearings. Students have the right to file complaints if they so wish, to "*The Family Educational Rights and Privacy Act Office, Department of Health, Education and Welfare, 330 Independence Avenue, S.W. Washington, D. C.20201*", in relation to alleged breaches of the Act by the University.

The University, after identifying the Student, allows students to access their information that is handled by the University. For any change, the student must notify the change through the PANAL.

PROCEDURES AND MEASURES TO LIMIT ACCESS TO STUDENT RECORDS

Documentation of students is safeguarded in a computer system.

Student documentation is also physically preserved and stored in special units by the Dean of Students Affairs. This department has an access key to these units which are accessible with digital lock and electronic key. The password will be changed every six (6) months by the Dean of Administration and Finance.

The physical space of the computing facilities and the physical documentation will be fireproof and kept at a safe temperature to preserve physical and digital documents.

PROTECTION MEASURES AND CONFIDENTIALITY OF CREDIT TRANSCRIPTS

The Registrar's Office is responsible for the custody and maintenance of all official Academic Records or Credit Transcripts of the student, as well as for their delivery and of certifying that the student has satisfied the requirements for graduation.

The data related to the student record, such as the enrollment data, approved courses, withdrawals, and credit transcripts are retained in the database, from the student's admission to the institution until they are granted the degree they obtained.

The Registrar's Office records all of the student's academic elements, such as tuition, approved courses, withdrawals, their academic program, credit transcripts and academic progress, among others. The Registrar's Office digitalizes each academic record so as to preserve all of the student's information.

PROCEDURES AND MEASURES TO PROTECT ACADEMIC RECORDS FROM FIRE, FLOOD AND OTHER DISASTERS

The academic and digital "Backup" records are saved in anti-flooding, fireproof and anti-shock cabinets.

POLICY ON UNAUTHORIZED ACCESS TO SERVER

The university servers are considered assets and therefore their security is quite comprehensive including the control of access, manipulation of hardware and software, and monitoring the activities of the staff assigned to their management tasks, use and/or maintenance.

The university servers are located in restricted-access sites, and the access to its premises is allowed only to the Technology Director. This official has the access key to the facilities which are accessed through

digital locks and electronic key. The password will be changed every six (6) months by the Administration and Finances Dean.

If a student accesses the servers without authorization, this is considered a serious offense and the action taken may lead to expulsion and / or a lawsuit by the University against the student.

If a person outside the University accesses servers without authorization, the University may sue them.

Any member of the University community, employee, customer or user who, without authorization, accesses, uses, destroys, alters, dismantles or misconfigures the information technologies of the University, its properties; or third persons, threaten the access and information and jeopardizes the security to create intellectual products, resulting in damage to the institutional order will be punished with a disciplinary action based on the University regulations, as well as other actions of the law.

The University classifies as unacceptable, not ethical and cause for disciplinary action the no reallocation, expulsion, dismissal, or any other legal action, any activity that violates the copyright or patent protection and authorizations, as well as agreements and other contracts registered at the University or third parties. The institution will punish any person who interferes with the use of the resources, or that attempts to get or obtain unauthorized access to these resources, or who, without authorization destroys, alters, dismantles, misconfigures, or prevents the right to access or otherwise interferes with the integrity of computerized information or the information resources.

All users must read this institutional policy regarding the information system in order to be granted access. The implementation of this policy will be in charge of each academic unit or administrative direction in coordination with the Dean of Administration and Finance.

USE AND DIVULGENCE OF THE SOCIAL SECURITY NUMBER

UNINI fully complies with the laws that protect the privacy of the social security number, and any employee who reveals this number, of other employees, students or any person that has any contractual relation with the institution, will be subject to immediate dismissal and the institution can take legal action against the employee. In UNINI we comply with Law Num. 186 of September 1, 2006, that prohibits the use of the Social Security Number as routine identification in public and private educational institutions from primary level to graduate level, under penalty of receiving administrative penalties by the Puerto Rico Council of Education (CEPR).

In compliance with Law Num. 111 of September 7, 2005, "Citizen Information on Data Banks Security Act", if there is a violation in security and non-authorized access to the documents that contain the social security number, the person affected will be notified immediately through mail, e-mail or public service so

that they can obtain more information. The Department of Consumers Affairs (DACO in Spanish) will also be notified in a period not longer than 10 days.

In accordance to Law Num. 207 of September 27, 2006, Law that forbids all employers of private companies and public corporation to use the Social Security Number of the employees as identification mean, UNINI does not use the Social Security Number to identify its employees, nor the students.

EQUAL OPPORTUNITY AND NON DISCRIMINATION POLICIES

The Universidad Internacional Iberoamericana (UNINI) meeting the standards and dispositions established by the Constitution of the Commonwealth of Puerto Rico, establishes the Policy against Anti-Discrimination, and therefore enacts Equal Opportunity.

The Bill of Rights, Article II, Section 1 states that the dignity and equality of each human being is inviolable. All men are equal before the law. No discrimination shall be made on the basis of race, color, sex, origin of birth, social status or religious or political ideas. Both the laws and the system of public education shall embody these principles of essential human equality.

The students with special needs must apply for reasonable accommodation to the Professional Counselor, who will evaluate and advise the steps that must be follow in order to receive this accommodation. If the reasonable accommodation application is received by the Student Affairs, it will be referred to the Professional Counselor.

That is why the Universidad Internacional Iberoamericana excludes any discrimination in education, employment and services for reasons of race, color, sex, birth, age, origin or social status, ancestry, marital status, religious or political beliefs, gender, sexual preference, nationality, ethnic origin, veteran status of the armed forces or physical disability.

This policy of nondiscrimination extends to all functions and activities of the Universidad Internacional Iberoamericana and all its systems, such as employment and hiring, educational programs, services, admissions and financial aid, among others.

This policy is effective immediately and supersedes any other certification, policies or regulations of any kind.

The establishment and enforcement of this policy, as well as its publishing complies with federal regulations of Title IX, Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, as amended, the Veteran's Act 1974, section 402, as amended, and the ADA Act (Americans with Disabilities Act) of 1990.

PLAN TO FACILITATE ACCESS FOR STUDENTS WITH DISABILITIES TO THE FACILITY AND INSTITUTIONAL ACTIVITIES (ADA)

Although the University will offer all its courses as distance learning, the physical facilities have the minimum requirements necessary to facilitate access for students with disabilities. In addition, deaf students may use the services of an *American Sign Language* translator through www.globalvrs.com, where they can receive services in Spanish or English, thereby complying with the rules of the Americans With Disabilities Act. Thus fulfilling the norms of the *American Disability Act.*, of July 26, 1990 and then amended with changes and put into effect on January 1, 2009.

Students with special needs may address the Dean of Students Affairs, who will refer the case to the Professional Counselor as necessary.

RIGHTS OF MILITARY STUDENTS

In UNINI we comply with Law Num. 109 of April 11, 2003, which regulates the contractual relations between the military students of postsecondary education in the Commonwealth of Puerto Rico and higher education institutions. We recognize and respect the basic civil rights recognized in this law.

Any student that has been activated by the United States Armed Forces or the National Guard of Puerto Rico shall notify and submit evidence to UNINI of their activation and will be immediately granted a deferment until the student informs that the activation has ended. UNINI will notify the professors of the active classes at the time and they will be put in hold until the student comes back. Whenever possible, UNINI will attempt to ensure that the same professor offers the course to the student, but if not possible, we will take the necessary measures to ensure that the student is affected as least as possible.

POLICY FOR MAINTAINING THE ACADEMIC OFFERING AND GUARANTEE OF STUDIES CONTINUITY IN THE CASE OF INSTITUTIONAL CLOSURE (TEACH-OUT)

Policy on Maintaining an Academic Offering

The University guarantees that all offered programs have been the result of studies on the social needs and scientific-professional demands, by which the studies offer is pertinent and proper, and will be kept while those needs and/or demands exist, which are expected to be no less than 5 years so as to generate a large number of graduates that may apply their knowledge.

This guarantees that there will always be an interest from the students and their academic progress will be satisfactory.

The university guarantees all students the following:

- solve each incidence to the extent possible.
- update the contents every two years or at any required time;
- update (if required) the studies programming sequence every year;
- update (if required) the studies program; and,
- update the methodologies at its discretion according to the students' level of success.

Changes will not affect students who are active at the time of the changes and will be regulated by the norms of their academic life, maintaining their studies program for two years.

Guarantee of Studies Continuity in Case of Institutional Closure

In the event of closure, the University guarantees the completion of all of its active students' studies under the terms of their contracts (Student Agreement).

The University:

- Will keep an office to address the student for a lapse of one year.
- Will keep a list of active students by program, which will have the following information: name, ID, (passport number or driver's license), Login, estimated date of completion, and the students' academic and financial status.
- Will continue to offer the programs through the Virtual Campus until the student completes their studies, without any additional cost.
- The cancellation and reimbursement policies in the Student Agreement will apply if the student decides not to continue with their studies.
- Following the standards established in Article 48, Regulations for the Licensing of Higher Education Institutions in Puerto Rico of October 9, 2012, the Puerto Rico Education Council (CEPR).
  - Will request the CEPR to take custody of the academic records of active and graduate students, through the delivery of their digital copies since the beginning of operations.
  - Will notify active and graduate students and the CEPR about these measures through digital and physical means.

POLICY ON STUDENT PARTICIPATION ON INSTITUTIONAL COMMITTEES

The students will be able to participate in the institutional committees and in extracurricular activities, as long as they are recommended by the program directors.

STUDENT SERVICES

The Universidad Internacional Iberoamericana is described as an environment that accommodates critical, creative, and innovative thinking towards training, learning, scientific, technological and social progress that allows the University to provide training for people, organizations and countries to evolve and reconfigure world relations through new social and technological channels of interaction within a society that values information, favors knowledge and co-exists through communication.

Among the advantages for a student of the Universidad Internacional Iberoamericana are:

1. **The speed** that the student can be admitted to a University program and when they contact the staff.

2. **The comfort** of studying from home or anywhere with Internet access, without being limited to traditional anxieties.

3. **Safety**- in physical, emotional and social terms- not being exposed to the risks of studying late at night and return home, both on the road and on campus.

4. **The clarity and attractiveness** of studying in a virtual environment where everything is written and a true re-learning can take place, if necessary.

5. **The amount of additional information** that the student will have, which is difficult to access in a traditional University.

6. **The financial** savings which are so necessary for the student to be able to spend on other needs for their human and professional growth.

Once admitted to the University, the active student will then receive their student ID and log in codes to the Virtual Campus and to the online resources needed to complete their studies. At the same time, the student will receive the Study Plan and Texts with the first subjects to be taken.

For reinstated students, the Student ID and the access he or she had at the time of withdrawal is re-activated.

The student will receive the Study Plan and Texts with the first subjects to be taken as well.

STUDENT AFFAIRS

The services of the Student Affairs are intended to participate in the student's guidance for the benefit of their comprehensive training in order to enhance their academic development. The primary interest of Students Affairs is the variables that can affect the student's performance and satisfaction. During the guidance process, Students Affairs will provide follow-ups to the student's record, from tuition fees, changes, readmissions and collaboration in the retention of students.

Every student has a constant academic advising service in the tutor. This academic advising ensures a constant support service to the student.

The tutor supports and facilitates the student's university life. There is a student mentor assigned to support their Academic Life. For each subject there is at least one tutor supporting and facilitating the study of the contents, activities and experiences of the subject. When the tutor is in the country, he/she supports the student in person or by telephone. In all other cases, the mechanism of interaction is the Virtual Campus.

REGISTRAR SERVICE

The Registrar's Office is organized and operates under the management of the Dean of Students Affairs using a computerized integrated management system of UNINI.

Description of distance services that are offered by the Registrar's Office:

- The services of the Registrar will work on a model of integrated management, which will serve to provide better student services and improve customer satisfaction with personal access to academic and administrative information in real time from the Internet.
- This Management System collects all student information for the administration and control of tuition, study program and student follow up from the time that they enter the University until they graduate with a degree from UNINI or are withdrawn for any other reason.

To complement the Registrar's function, there are distance services related to Academic Follow-up.

DESCRIPTION OF THE GUIDANCE COUNSELING PROGRAM

Counseling Service

The guidance and counseling services are offered to our students virtually and onsite by a Professional Counselor with academic background and extensive experience in the field. With the purpose of offering academic and individual support to students. Through this service the development and welfare of the

student is encouraged, while working in the educational and professional planning. Our aim is centered on integral training of the individual, therefore we promote the development of intellectual and socially emotional capacities.

- **Academic Counseling**: the academic counseling evaluates the interests, abilities, and limitations that a student may have. This is in order to establish a support plan and corresponding action. Through the educational planning, what we are looking for is that the student successfully achieves their goals.

- **Individual counseling**: there are situations that may affect the student, this is why we offer the student the opportunity to express the concerns that may interfere with his/her performance. By using this service, the student's needs are assessed and provided with alternatives for action. Confidentiality is maintained at all times in the process. If an emergency action is required, the necessary protocol will be provided.

The students who need professional counseling service may request it through the PANAL or by contacting us via email: consejería@unini.org. Similarly, the student can communicate to the University via telephone and request an appointment. The counseling services will not be limited to emails but also include -if it is necessary- the use of various technological tools for virtual communication and support to contact person. The individual counseling services are confidential, to care for the counselor and student privilege.

| Hours: Through consejería@unini.org 24-7 |

Reasonable Accommodation

The professional Counselor will address any claim of reasonable accommodation from any candidate that require special services.

PLAN FOR THE ESTABLISHMENT AND PROMOTION OF STUDENT ORGANIZATIONS

The University will provide, give resources, promote and set an operating budget from the second year of operation for a student association and an alumni center.

Alumni Association from the Universidad Internacional Iberoamericana (AEAUNINI)

The AEAUNINI is duly incorporated in the Department of State of Puerto Rico, with registration number 345872 of December 9, 2014 and complies with the requirements set forth in the law by the Puerto Rico Council of Education.

More so than completing the masters degrees, the alumni from the Universidad Internacional Iberoamericana of Puerto Rico are an active part of the virtual academic community and also receive benefits, contributing to the development of their alma mater for the benefit of future generations.

Objectives:

- The Universidad Internacional Iberoamericana of Puerto Rico wants to have an alumni program that favors virtual communication with its graduates and fosters the love and sense of belonging of the past students toward their Alma Mater.
- Keep and strengthen the relationships between UNINI, its graduates and active students to achieve the institution's objectives.

Technical Support

All students from the programs of the Universidad Internacional Iberoamericana receive the necessary instructions to study their courses at the beginning of the program, covering both the acquisition of skills in the use and management of information resources as well as the integration of other students and the university community.

In case the student requires help from Technical Support, the service can be accessed through the Virtual Campus in an icon of the same name. The solutions to the most common problems are presented here. If the student cannot resolve their problem, they may contact Technical Support through the contact form and they will be contacted in a short period of time.

The student may also go to the UNINI facilities on **Monday to Fridays from 8:00 a.m. to 5:00 p.m**., where a technician may help the student with their problems.

LIBRARY SERVICE

About the Library

Location/Access/Population

UNINI's Virtual Campus. The access is through the Internet for exclusive use by the Academic Community and is designed to offer services 24/7.

The Library relies on a professional staff with a great deal of experience in teaching, knowledge, skills and abilities in information management and technology to train students and professors as curricular and scientific support. They also possesses technological, social, linguistic (English and Spanish) skills and multidisciplinary knowledge.

Philosophy of the UNINI Library

The working philosophy of the UNINI library is to support, promote and contribute through its services of information and knowledge to the Open Access movement. Therefore, we unite and use the infinity of projects that exist on the web accessible in complete texts without restrictions and of free dissemination. We believe that for scientific knowledge to reach its maximum development, it must be communicated through the tools and traditional and non-traditional formats that allow access that is universal, free and in benefit of humanity.

With the purpose of extending the search and management of information, **UNINI has also subscribed to the consultation service to data bases of bibliographical information of complete texts, e- books and discovery service of** *EBSCO Information Services.*

> *"The Internet has fundamentally changed the practical and economic realities of distributing scientific knowledge and cultural heritage. For the first time ever, the Internet now offers the chance to constitute a global and interactive representation of human knowledge, including cultural heritage and the guarantee of world wide access.*
>
> *Our mission of disseminating knowledge is only half complete if the information is not made widely and readily available to society. New possibilities of knowledge dissemination not only through the classical form but also and increasingly through the open access paradigm via the Internet have to be supported. We define open access as a comprehensive source of human knowledge and cultural heritage that has been approved by the scientific community.*
>
> *In order to realize the vision of a global and accessible representation of knowledge, the future Web has to be sustainable, interactive, and transparent. Content and software tools must be openly accessible and compatible."*

Extract from the Berlin Declaration, 2003.

Mission

The Virtual Library of the Universidad Internacional Iberoamericana is an academic portal which mission is to:

- Offer excellent information services through the Internet or diverse electronic means to the academic community it serves, without limitations of time or space.
- Promote, stimulate and communicate learning, teaching and academic research.
- Facilitate the access to sources of information that is updated, scientific, multi-sector, free and pay access, to satisfy the needs of our students and support the Faculty.
- Preserve, organize and transmit knowledge for future generations.
- Train users in the effective skills of search, management and usage of information.

Vision

Become the best virtual space for information and academic investigation services that promote international academic learning and teaching, contributing to the institutional and academic objectives of UNINI.

Goals

1. Offer excellence and quality in all library services.
2. Provide, maintain and develop updated electronic collections pertinent to the academic programs.
3. Create a community of learning, teaching, research and academic and scientific innovation.
4. Promote the free access of scientific information through the Internet and ICT.
5. Train, teach and develop in the academic community information management skills for an integrated education.

Objectives

UNINI's Virtual Library offers the scientific-academic information suitable for the teaching and learning of its programs and employs diverse resources to support curricular offerings. Also, it aspires to become a place for counseling, training, investigation and essential decision-making. For that, if offer its users different options: Internet links, documents, books, theses and dissertations, scientific magazines, among other options of open and/or of pay-access content depending on the need. The librarian and /or Faculty analyze the quality of the resources before including them in the library.

General Objectives

- Develop an articulated model for a bibliographic service and digital classroom that can be applied and used in various programs of study related to online teaching of the Virtual Campus.

Specific Objectives

- Develop a tutorial module on the use and handling of the entire bibliographic service.
- Design an online library with the current means of virtual support and with a real exploration of its potential to support student learning and part of the learning itself.
- Analyze the digital development of the basic bibliography of each subject and contribute to their digital equivalents.
- Search for sources of free "generic" information to replace the paying sites.
- Provide useful and evaluated information on the sites where they can access the digital acquisition of books and magazines.
- Establish agreements with classroom libraries.
- Generate a librarian catalog and documentary fund that allows autonomy of access based on an articulated structuring of the information.

Librarian

- The person responsible of monitoring the Virtual Library's information management.
- Will work in the information that is the vital resource, which is the support source in the student's knowledge management.
- 24-7 availability via the Virtual Campus.
- Must adapt to the new technologies to meet the requirements of the modern society.

Basic Library Areas And Services

1. Librarian Consultation

This area offers the services known by virtual reference where the student interacts with the librarian synchronically or asynchronously for consultation. For this, web forms, frequently asked questions, e-mail, chat or videoconference are used when necessary and by mutual agreement.

2. Electronic Catalog

The virtual library is an electronic platform that attempts to reproduce and improve the behavior of a geographic studies center, with all the relevant services of administration, a lecture room, meeting places,

offices and the library itself. It is not intended to replace these with an onsite system of teaching-learning for a complete online system, but various phases and models can be given, from a full on-site classroom, to a mixed system where each component has a different and specific importance to it (onsite/online) including the completely online offer.

What UNINI attempts is that, in this new situation of a virtual campus, all the interactions required to successfully obtain a teaching-learning process be reproduced. This provides an excellent opportunity to not limit learning to slavishly imitating the objectives and results of the teaching-learning classroom but to qualify for more efficient goals and fruitful educational innovations.

The University, through its online services from a Virtual Campus, will provide access to an online library and will have free access to its documentary resources for any student.

The benefits of the computer medium are in direct relation to the number of users that it serves, supporting a population of 8,000 students in this case. The online library provides its documentary resources in several types of classified access in multiple sites to facilitate its availability, such as:

- Notes by subject;
- News and highlights of the Campus;
- Supplementary material by subject; and,
- Transversal material in a program.

The type of documentation it contains is:

- Commented news;
- Defended thesis;
- Links to places of interest;
- Links to documents of interest; and,
- Discussion forums.

All the online material is free to use and disclose, and may be accessed and downloaded computationally by active students.

The Virtual Campus offers a system to search for information that, in addition to searching for information on sites and documents, searches the entire virtual campus, including forums, chats, and message.

3. Assigned readings

In this area, different types of pertinent readings for each program are collected and stored, having been selected by the Faculty and the librarian.

4. Scientific Magazines

This is a collection of links and services (of paid or open access) of professional multidisciplinary or thematic magazines.

5. Portals and library search engines

Area where you will find links to Internet search services and web portals for recognized libraries.

6. Thesis and dissertations

This is a collection of links and services where theses, dissertations, and documents of multidisciplinary or thematic research are stored.

7. Electronic Consultation

Collection of documents, internet links, electronic books and general or thematic audiovisual materials are used by the community as reference.

8. User training

Services organized to train users in the services of database search for scientific magazines, documents, theses, style manuals, among other resources like research backup tools. In addition, it provides training in the skills of information management (search, selection, analysis, organization of information). Various forms of training (fact sheets, presentations and audiovisual resources) are used.

9. EBSCO Database

Description of the resources offered.

- **Academic Search Complete**

  Academic Search Complete is the most complete and useful database for complete multidisciplinary books of its kind. It includes more than 9,100 magazine titles and complete text books and around 7,900 arbitrary publications while offering more indexes and resumes of more than 13,690 periodic and diverse publications, which include monographies, reports and conferences. The data base presents PDF content that dates back to 1887. It includes information in the areas of: Basic Sciences,

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Engineering, Architecture and Technology, Agro and Sea Sciences, Education, Social Science, Humanities and more.

- **Business Source Complete**

Business Source Complete contains the main collection of complete texts and bibliographic registries of the most prestigious and used academic publications in the administrative and economic areas.

This data base includes complete texts for more than 3,850 magazines of which 2,006 are arbitrary. This data base also includes complete texts for 917 books, 2,530 market research reports, and 1,446 reports on the economic performance of countries, amongst others.

- **Education Source**

A great research for the study of education, this bibliographic and complete text data base covers scientific research and the information to satisfy the education needs of students, professionals and political officials. *Education Source* was developed based on a fusion of data bases from EBSCO and H.W. Wilson, and includes many unique sources that were not available previously. This source of information offers the biggest and most complete collection in the world of educational publications for complete books, and covers an ample international range of magazines, monographies, annuals and much more. Offers bibliographic registers for thousands of publications and complete texts for more than 1,800 magazine titles, more than 50 books, monographies and hundreds of conference reports.

- **Fuente Academica Premier**

It is a multidisciplinary database with information from prestigious periodicals produced in the Spanish language. This is a collection of high academic relevance that provides information in all areas of knowledge, namely, the social sciences, humanities, education, computer science, engineering, linguistics, art and literature, medical sciences, ethnic studies and law. The more than 850 periodicals and 30 books in full text, included in the *Fuente Académica*, are produced by the publishers of the most prestigious universities and research centers of the Hispanic world and represent the most important results of the region's research efforts. Amongst other prestigious periodical publications there appears: *Annual of International Law* (University of Navarra), *APORTES: Mexican Magazine about the Studies of the Pacific Basin* (University of Colima), *CEMLA Bulletin* (Latin American Monetary Studies Center)*, Veterinary Sciences* (University of Pampa), *Communication and Society* (University of Guadalajara), *Literature Workbooks* (Pontifical University Javeriana-Colombia), *Social Sciences Journal* (FLACSO), *Perspectives on Policy, the Economy and Management* (University of Chile), *Development Problems: Latin American Magazine of Economy* (Autonomous University of Mexico), *Psykhe* (Catholic Pontifical University of Chile), Accounting and Finance *Magazine* (University of Sao Paulo)*, International Journal of Social Security* (Blackwell Publishing)*, CEPAL Magazine* (United Nations Publications), amongst others.

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- **GreenFile**

   GreenFILE offers information from reliable research on all of the aspects of human impact in the environment. Counts upon a collection of titles from such sources as academic, governmental, and general interests on global warming, ecological construction, sustainable agriculture pollution, renewable energy, recycling, and many more. This database provides indexing and resumes of more than 384,000 records, in addition to open access to full text for more than 4,700 records.

- **Library Information Science & Technology Abstracts**

   (LISTA) indexes more than 560 fundamental publications, approximately 50 primary publications and around 125 selected publications, apart from books, research paper and reports. The topic coverage includes librarianship, classifications, cataloging, bibliometrics, collection of online information, information management, etc. The database coverage goes back to the mid-1960s.

FACULTY

DEPARTAMENT DIRECTORS

ACADEMIC DEPARTMENT	PROFESSOR	ACADEMIC DEGREES	INSTITUTION	ASSOCIATED PROGRAMS
Department of Environment and Sustainability.	Eduardo García	Technical-Superior Industrial Engineering with specialization in Energetic Techniques.	Higher Technical School of Industrial Engineering, Polytechnic University of Catalonia. Spain,1996.	• Master in Environmental Management and Audits (**code MAMGA**).
		Master in engineering and environmental technology.	Polytechnic University of Catalonia Spain 2006.	
		Degree in Project Engineer: Environment, Quality, Security and communication.	Polytechnic University of Catalonia Spain 2011.	
Department of Innovation, Business and New Technology.	Javier Morales	Ph.D in Industrial/Organizational Psychology	Interamerican University of Puerto Rico (2012)	• Master in Strategic Management with a Specialty in Management (**code MDE**). • Master in Strategic Management with a Specialty in Information Technology (**code MDETI**) • Master in Strategic Management with a Specialty in Telecommunications (**code MDETEL**)
		MA Criminal Justice	Interamerican University of Puerto Rico (1998)	
		BA in Psychology	Interamerican University of Puerto Rico (1993)	
Department of Language Sciences, Education and Communications	Silvia Pueyo	Doctorate in Sciences in Education	Universidad de Barcelona	• Master in Teaching Spanish as a Foreign Language (**code FPMELE**). • Master in Teaching English as a Foreign Language (**code FPMTFL**).
		Master in Linguistics Applied to Teaching Spanish as Foreign Language	Universidad de Jaén and Universidad Internacional Iberoamericana (2008-2009)	
Department of Health Science.	Maurizio Battino	Degree in Biology.	University of Boloña Italy 1984.	• Master in Physical Activity: Sports Training and Management (**code SNMAFEGD**).
		Degree in Science.	University of Catania Italy 1990.	
		Post Doctorate (studies).	University of Granada Ministry of Science and Education Spain 1993-1994.	
Projects Department	Roberto Álvarez	Architect.	University of Buenos Aires - Argentina.	• Master in Project Design, Administration and Management (**code MDGDP**). • Master in Project Design, Administration and Management with a Specialty in Architecture and Urban Planning (**code MPAU**) • Master in Project Design, Administration and Management with a Specialty in Innovation and Product (**code MDPIP**)
		Graduate of Strategic Planning.	University of Buenos Aires - Argentina.	
		Graduate of Evaluation of Investment Projects for non-specialists.	University of Buenos Aires - Argentina.	
		Specialist in Strategic Management design. Project Management and Design.	University of Buenos Aires - Argentina, Politechnical University of Milan.	
		Degree in Project Engineering.	Polytechnic University of Catalonia	

FACULTY MEMBERS

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Adriana Mayorga	• Colegio Nuestra Señora del Pilar (Primary Education). • IFE (Secondary Education). • Universidad Jorge Tadeo Lozano Industrial Design V semester 1998. • Universidad Santo Tomas Psychology 2004. CONTINUING EDUCATION SEMINARS • *XV Semana de la Psicología 2004* A psychology for a new Millennium, 2004. • *Segundo Encuentro De Psicología y Violencia Violence as a challenge to Psychology, September 2001.* • *Foro Internacional De las Ventas* October, 2008. • Psychologist with a background in, diagnosis, analysis, planning, intervention and evaluation of human behaviors. • Practicing Psychologist, Psychology Clinic, Universidad Santo Tomas, Corporación Opción Vida Justicia y Paz, June- December 2001. • Community Psychologist in Commissioner of the municipality of Madrid-Colombia, May-December 2002. • Researcher, Book Marketing, January 2004-December 2004. • Professor, Fundación Politécnica Sonría, January- April 2005. • Head of Human Resources in Lubri Holland Amsteloil Cía Ltda, January- September 2005. • International Admissions in Fundación Universitaria Iberoamericana, November 2005-present.	• Universidad Politécnica De Cataluña Currently: Doctorate in Project Engineering: Environment, Quality, Safety and Communication, with the teaching phase completed and currently a doctoral thesis in progress.	• Master in Strategic Management with a Specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology	• TR046 - Strategic management of human resources • DD030 - Position analysis, description and value • DD045 - Emotional intelligence • DD046 - Personal marketing

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Alberto Vera	• Associates Degree in Advanced Studies, Universidad de León, Spain (2010) • Urban and Regional Planner, Postgrad, Faculty of Architecture and Urban Planning, Universidad de Buenos Aires (1994) • Adviser of the Inspectorate, Municipality of Río Grande, Providence Tierra del Fuego. Urban, Traffic and Transportation Planning, (2012) • General Coordinator, BID – UNPRE Ministry of National Economy, Sub-secretary of Urban and Housing Planning from the Providence of Buenos Aires (2009) • Head Professor, Strategic Planning and Social Programming, Masters in Social Policies from the Universidad de Buenos Aires (2010) • Academic Coordinator of Design, Master in Project Design, Management and Administration, Universidad Internacional Iberoamericana, Universidad de León, Spain, Universidad Internacional Iberoamericana, Mexico (from 2005) • Head Professor and Researcher, Specialization in Integral Approach to Social Problems at the Community Level, Universidad Nacional de Lanús –Ministry of National Social Development (2006-2009)	• Doctorate in Economic and National Integration and Development, Universidad de León, Spain (2016)	• Master in Project Design, Administration and Management with a Specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a Specialty in Innovation and Product	• AU003- Impact of Technology on Urban Architectural Projects • AU005- City Marketing • AU014- Theory of the Object • AU007- Preservation of the Architectural Urban Heritage • AU013- Product and Environment • AU015- Innovation, Creativity, Productivity, and Competitiveness • AU016- Product Design and Innovation Technology • AU017- Profit and Strategic Design
Dr. Alina Celi	• Master in Economic Administrative Law by the University of Montevideo (Uruguay). • Postgraduate in Environmental Law by the Faculty of Law from the University of Austral of Buenos Aires (Argentina) • Bachelor's in Law by the University of La República Oriental del Uruguay.	• Dr. in Environmental Law by the University of Alicante (Spain). • Dr. in Law and Social Sciences by the University of La República Oriental del Uruguay (UDELAR).	• Master in Environmental Management and Auditing	• MA014-Environmental Law • Máster Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**

Dr. Alina Pascual	• Bachelor's, Faculty of Biological Chemical Sciences, Autonomous University of Campeche. Specialty: Pharmaceutical-Biological Chemistry (1992-1997)
	• Masters Degree in Marine Sciences with a Specialty in Marine Biology. Center for Research and Advanced Studies of IPN (CINVESTAV); Merida Unit. (2000-2002)
	• Diploma of Advanced Studies in the Area of Environmental Technologies, Polytechnic University of Catalonia. Barcelona, Spain 2005- 2006.
	• Full-time professor imparting the subjects of Ecology I, II, Research Methods and Documentary Research. Incorporated Preparatory School Luz Fidel Farías Avilés. Campeche, Mexico. (January 2009 to date)
	• Academic Coordinator of the Competencies Program for middle, basic and higher levels. High School and Incorporated Preparatory School Luz Fidel Farías Avilés. Campeche, Mexico. (January 2009 -present)
	• Doctorate Professor in Projects for the Universidad Internacional Iberoamericana (UNINI). (01 June (2014 to date)
	• Complementary Preparation
	  - Course "Training for Professors"- FUNIBER (2015)
	  - Course "Training for Directors of Thesis" - FUNIBER (2015)
		• Doctorates in Sciences of the Sea from the Polytechnic University of Catalonia (UPC), Barcelona, Spain.	• Master in Strategic Management with a Specialty in Management
			• Master in Environmental Management and Audits
				• IP053 - Atmospheric contamination treatment
				• MA006 -Climatology and environment
				• MA005- Atmospheric contamination
				• MA103- Marine organisms
				• MA081- Urban solid waste
				• MA082- Industrial waste
				• MA083- Rural waste
				• MA084- Sanitary waste
				• MA085- Environmental education and USW
				• MA095- Treatment of gaseous effluents
				• Master's Thesis

Dr. Ana Rodríguez Zubiaurre	• Diploma of Advanced Studies Applications to the Finance and Insurance Sector, Economy, Environment, Infrastructure and Transport by the University of Las Palmas de Gran Canaria (Spain) • Degree in Science of the Sea. Specialization in Coastline Management from the University of Las Palmas de Gran Canaria (Spain).	• Dr. in Applied Economics from the University of Las Palmas de Gran Canaria	• Master in Strategic Management with a Specialty in Management • Master in Environmental Management and Audits	• TR043- Tourism foundations • MA194- Basic general concepts of environmental education • MA195- Formal education in environmental education

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**

Dr. Andrea Corrales	• Degree in Psychology, UNED (2010-2015)
	• "Interuniversity Master in Molecular Biology and Biomedicine" , University of Cantabria and the University of the Basque Country (2009-2010)
	• Professor of Physiology of the Human Body in the Atlantic European University (2014-present)
	• Tutor in online subjects belonging to the Master's: "Masters in Physical Activity and Health", "Sport and Healthy Living", "Sports Trainer", "International Master Course in Nutrition and Dietetics" and "Clinical Nutrition" offered by the Funiber (2014-present)
	• Project Director for Master's offered by Funiber (2014-present)
	• Participation in R&D Projects financed in public calls.
	• Complementary Preparation:
	  - Course: "Training of teachers" - FUNIBER (2015)
	  - Course: "Training Directors of Thesis - FUNIBER (2015)
	  - Course: "Teaching in Virtual Environment" "- FUNIBER (2015)
		• Doctoral Degree in Physiology in the Department of Physiology and Pharmacology from the Faculty of Medicine in the University of Cantabria (2010-2015)	• Master in Physical Activity: Sports Training and Management	• SN039-Structure and Function of the Human Body
				• SN050-Sport Psychology
				• Master's Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Ángel Torres	• Master in Business Administration Major: Management Business Plan General as a final presentation in May 2008 Universidad del Este Carolina, PR 2005-2008. • Bachelor of Science in Public Health Magna Cum Laude Major: Management of Health Services Universidad del Este Carolina, PR 2000-2004. • Associate Degree in the Technology of the Radiologist, Universidad Central Del Caribe, Escuela de Medicina, Cayey, PR 1984-1986. • More than 20 years of experience in Radiation technology: Hospital San Pablo, Bayamón PR 1986-1987, San Juan Health Center, San Juan PR 1987- 1988, Somascan, Hato Rey PR 1988-1989, Radiology Institute Imaging Center (Supervisor), Hato Rey PR 1989-2006, Hospital Wilma N. Vázquez (Director of the Image Center), Vega Baja PR 2006-2008. Professor: • Edic College, Caguas PR 2008-2009. • Universidad Interamericana PR, Barranquitas PR 2009-2010. • Universidad del Este, Carolina and Barceloneta PR 2008-2013. • Atenas College, Manatí PR 2014-2016 (Director of programs for Image Diagnostics). • Universidad Interamericana PR, Aguadilla PR January-May 2016.	• Doctorate in Education (Instruction of Technology and Distance Education) Nova Southeastern University, Miami Florida 2010-2014.	• Master in Strategic Management with a Specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology	• Máster Thesis
Dr. Antonio Bores	• Master in High Sports Performance in Team Sports. Byomedic System, FC Foundation Barcelona y INEFC Barcelona. • Master in High Sports performance Spanish Olympic Committee. • Bachelor's Degree in Physical Education. University of Vitoria. • Professor in Atlantic European University Numerous papers in specialized sport events. • 3rd National Research Prize in Sports Medicine 2012 • Reviewer for magazines: Digital Magazine of Physical Education and Journal of Sport and Health Research	• Dr. Physical Activity and Sports Sciences: University of Vigo.	• Master in Physical Activity: Sports Training and Management	• SN049-Sports Planning • DP004-Management Techniques for Sports Teams • SN228-Study and Case Resolution for management skills • SN229-Study and Case Resolution for sports training • SN048-Training Theory and Practice • DP002- Strategic management and planning of sports organizations • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Antonio Eduardo López Fuenzalida	• Master in Project Design, Administration and Management, Universidad Politécnica de Cataluña-Funiber, Spain (207-2009). • Coordinator of graduate programs and projects in different universities with experience in the work with multidisciplinary group works. • Abilities in conflict resolution and management in different work areas.	• Dr. in Science of Exercise Universidad de Córdoba (Spain).	• Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a specialty in Innovation and Product	• Master's Thesis
Dr. Armando Anaya	• Bachelor in Archeology, Escuela Nacional de Antropología e Historia Ciudad de México (1980 - 1986) • Associate Professor, Archeology Department Calgary University, Canada (2010 - 2013) • Associate Professor, Archeology Department Calgary University, Canada (2014 - 2017) • Faculty-part-time, Universidad Internacional Iberoamericana 2016 • Professor/Investigator, Universidad Autónoma de Campeche, CIHS (2006 - Actual) • Anthropology Sciences Faculty-UADY 2006 - 2008	• Doctorate in Archeology Universidad de Calgary (1993 - 1999)	• Master in Strategic Management with a Specialty in Management	• TR022- Hotel business management • TR027- Cultural heritage and tourism • TR028- The territory as a tourist resource • TR030- Rural tourism and sustainable development • TR031- Alternative tourism and ecotourism
Dr. Arturo Ortega	• Electronic Engineer from the University of Barcelona (Spain). • Technical Telecommunications Engineer by the University of Ramon Llull, (Spain).	• Dr. Electronic Engineer from the University of Barcelona (Spain).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Masters in Physical Activity: Sports Training and Management	• TI011- Society of change and information • TI016- Business intelligence • TI035- Architectures, networks and distributive systems • DP007- Information society and sports • Máster Thesis
Dr. Asunción Galera	• Master in Audiovisual Production by the Polytechnic University of Catalonia (Spain). • Bachelor's in Biology by the University of Barcelona (Spain).	• Dr. in the Multimedia Engineering Program by the Polytechnic University of Catalonia (Spain).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• Master's Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Benjamín Ortega	• Degree obtained: Marine Biologist, Faculty of Sciences Biological Chemical from the Universidad Autónoma de Campeche. Campeche, Campeche, México (1989-1995). • o Diploma of Advanced Studies (DEA). Biological Oceanography, University of Brest, IFREMER Department, Marin d'Environnement Profond, Brest, France (1995-1996). • o Associate A. Researcher and professor, Faculty of Chemical-Biological Sciences. Universidad Autónoma de Campeche (1995-1999). • oB. Researcher and professor. Founder and head of the Department of Environmental Microbiology and Biotechnology. Program of corrosion of the Gulf of Mexico. Universidad Autónoma de Campeche (2000-2003). • oC. B. Researcher and professor, Scientific Director of the Department of Environmental Microbiology and Biotechnology. Universidad Autónoma de Campeche (2003 to date). • oGeneral Director of Graduate Studies and Research. Universidad Autónoma de Campeche (2008 to date).	• Doctor in Science. Biological Oceanography. Microbiology Orientation, University of Brest and IFREMER, France and the University of Hamburg, Germany (1996-1999).	• Master in Environmental Management and Audits	• MA136 -Technology in marine aquaculture: Toward a sustainable aquaculture • MA139 -Management of natural marine protected areas • MA031 - Toxicology • MA102 - Basic marine ecology • MA106 - Water circulation • MA107 - Sea water chemistry • MA109 - Marine cultures • MA028- Potentially • MA029- Environmental factors that affect pollutants • MA102- Basic marine ecology • MA108- Fishery exploitation • MA110- Marine navigation transportation • MA140- Fishery management • Máster Thesis
Dr. Carlos Uc Ríos	• Master in Center of Research and Advance Studies of IPN • Bachelor Engineering Universidad Autónoma de Campeche. Communication and Electronic Engineering. • Professor, Engineering UNACAR. Lecturer • Author of Publications and investigation or development products.	• Doctorate Center of Research and Advance Studies of IPN	• Master in Strategic Management with a Specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology	• DD118- Basic statistics • DD026- Virtual environments of collaborative work • TI013- Reengineering, strategy and management of systems and ICT • TR049- Quantitative analysis of tourism • TI040- Database management and information resources • TI029- Telecommunication Services • Máster Thesis
Dr. Carmen Rita Román	• Master's in Business Administration , Specialization in Information and Marketing from the Pontifical Catholic University of Puerto Rico, Mayagüez Campus. • Bachelor's in Business Administration, Major in Marketing from the University of Puerto Rico, Rio Piedras Campus. • 15 years as professor of Business Administration.	• Dr. in Business Administration from the Pontifical Catholic University of Puerto Rico, Ponce Campus (2009).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Information Technology	• DD159- Introduction to the new marketing • DD161- Consumer-buyer behavior • DD170- Service marketing • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Cristian Abelarias	• Master Degree in Physical Activity, Sport and Health Research University of Vigo • Master in the Faculty of Secondary Education • Compulsory and teaching of languages • Numerous studies publications • Several mentions, awards and recognitions obtained in the development of the professional practice. • Teaching undergraduate courses in physical activity and sport sciences for the European Atlantic University.	• Doctorate in Physical Activity and Sport Research University of Coruña.	• Master in Physical Activity: Sports Training and Management	• SN156-Psychosocial aspects of physical activity for health • SN158-Physical activity for health with diverse diseases • SN159- Physical activity in children and adolescents • DP001- Administration and management of sport entities
Dr. Cristina Hidalgo	• Bachelor's in Economic and Business Sciences by the University of Leon (Spain). • Director of the Secretariat for Educational Cooperation and Business Practices for the University of León (Spain).	• Dr. Business Sciences by the University of Leon (Spain).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• Master's Thesis
Dr. Dalton Da Silva	• Degree in Civil Engineering (1981) Univ. Santa Catarina • Bachelor's In Professorship Degrees CEFT. Paraná (1991) • Master degree in Geography: regional and urban development. Univ. Santa Catarina (1989) • Civil Engineer of the Florianópolis Municipality	• Dr. In Production Engineering: environmental management. Univ. Santa Catarina (2003)	• Master in Environmental Management and Auditing	• MA021- Water and environmental education • MA011- Environmental audits • MA012- Evaluation of environmental impact • MA087- Evolution of the environment and sustainable development • MA088- Historical evolution of environmental education • MA091- Risk management and environmental education • MA073- Natural areas in the context of societies • MA316-La Dynamic Soil • MA282 / MA247- Climate change mitigation (I y II) • Máster Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. David Barrera	• Engineer in Industrial Organization at the Polytechnic University of Catalonia (Spain). • Master in Management and Organization of enterprises (MBA) at the Polytechnic University of Catalonia (Spain).	• Dr. in Project Engineering at the Polytechnic University of Catalonia (Spain).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Master in Physical Activity: Sports Training and Management • Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a specialty in Innovation and Product	• DD171-Control and marketing plan • DD159-Introduction to the new marketing • TI004/DD163-International Marketing • DP001-Administration and Management of Sport Entities • SN228-Study and Case Resolution for management skills • Master's Thesis
Dr. (c) Edgardo Colón	• Master in Business Administration, Concentration: Marketing and Finance, Universidad Interamericana de PR, 2000. • Bachelor in Business Administration, Concentration: Accounting, Universidad Interamericana de PR, 1985. • 16 years of experience as a professor. • More than 30 years of experience in business administration, accounting and finance.	• Doctoral Candidate in Business Administration, adopted comprehensive review, thesis in progress, Universidad del Turabo of Puerto Rico. Major: Management (48 credits).	• Master in Strategic Management with a Specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology	• DD002- Management and cost control • TR047- Financial management • DD090- Business ethics and corporate social responsibilities • DD162- Marketing strategy development • TI004/DD163- International marketing and commerce • DD164- Relational marketing • DD169- Communication management policies • DD171- Control and marketing plan
Dr. Eduardo García (Department Director)	• Master in Environmental Technology and Engineering from the University of Leon (Spain). • Master in Management and Environmental Audits by the University of Leon (Spain). • Industrial Engineer from the Higher Educationa Technical School of Industrial Engineers of Barcelona (ETSEIB-UPC, acronyms in Spanish)	• Dr. in Engineering Projects: Environment, Safety, Quality and Communication at the Polytechnic University of Catalonia (Spain).	• Master in Environmental Management and Auditing • Master in Strategic Management with a specialty in Management	• MA009- Soil contamination • MA007- Noise pollution • MA004- Waste management • MA111- Energy and mineral resources • MA208- Mining and the environment • IP052- Basic waste management • IP054- Treatment of contaminated Soils

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MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Federico Fernández	• Bachelor's in Education Science. • Director of the Laboratory of visual image of the School of Industrial Engineers.	• Dr. in the Educational Sciences at the University of Barcelona (Spain).	• Master in Teaching Spanish as a Foreign Language • Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a specialty in Innovation and Product	• DD077-Project Communication • Master's Thesis
Dr. Ferdinand Arce	• Master of Arts in Organizational Psychology, Universidad Central de Bayamón. 1999-2001. • Bachelor in Biology, Arecibo Campus, Inter American University (U.I.P.R.) 1984-1996. • Associate Degree in Police Sciences, John Jay College of Criminal Justice, Gurabo, P.R. 1994-1995. • Emergency Medical Technician, Escuela Superior Domingo Aponte Collazo Lares, PR 2003. • Sergeant, Puerto Rico Police 1994-2008. • Professor: Universidad del Este, Utuado and Barceloneta PR, 2008-present, Universidad de PR, Utuado PR, 2012, Police Academy, Gurabo PR, August-December 2014. • Currently, he is a Private Psychologist and Psychologist at the Puerto Rico Police. • He possess honors and certifications for his services in the community.	• Doctorate in Phylosophy in Clinical Psychology, Pontificia Universidad Católica de Puerto Rico. 2004-2010.	• Master in Strategic Management with a Specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology	• DD040- Conflict resolution and negotiation techniques • DD044- Public Presentation Techniques • IP060- Workplace security • IP071- Applied social psychology • IP002- Workplace security • IP073- Ergonomics and applied Psychology
Dr. Fermín Ferriol	• Master in Management from the University of Havana. • 35 years as a professor and consultant. • Bachelor's in Political Economy.	• Doctor in Education from the University of Havana (university management).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Master in Physical Activity: Sports Training and Management	• DD004- Marketing • DD1009- Health marketing • DP003- Sport marketing. Applications. • DP006Techniques for management and leadership in sports • Máster Thesis

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MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Glorimar Rivera	• Master in Business Administration (Human Resources), Universidad de Phoenix, Guaynabo PR, August 2001-May 2003. • Bachelor in Business Administration (Marketing), Universidad de Puerto Rico, Río Piedras PR, August 1996-May 2001. • Professor in Universidad del Este, Utuado PR, January-May 2011 • Currently Rivera works in the Department of Human Resources and Administration at World Vision Optical & Laboratory since 2001.	• Doctorate in Business Administration (Administration), Pontifica Universidad de Puerto Rico, Ponce PR August 2004-May 2011.	• Master in Strategic Management with a Specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology	• DD133- Occupational risk prevention: OHSAS 18001 • DD166- Product management and brand policies • DD167- Price management policies • DD168- Distribution management policies • TR023- Food and drinks management • DD143- Basic legal aspects of the family business • IP059- Fundamentals in labor risk prevention
Dr. Héctor Solano	• Industrial Engineer by the Autonomous University of Los Mochis (Mexico). • Master in Engineering from the University of Juarez (Mexico). • Diploma in project engineering at the Polytechnic University of Catalonia (Spain).	• Dr. in Project Engineering at the Polytechnic University of Catalonia (Spain).	• Master in Strategic Management with a Specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology • Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a Specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a Specialty in Innovation and Product	• Master's Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Isabel Sánchez López	• Master in Teaching Spanish as a Foreign Language Santander, Menéndez Pelayo International University (Spain), 2005-2007. • University expert in teaching Spanish as a Foreign Language. Santander, Menéndez Pelayo International University (Spain), 2004. • Bachelor Degree in Hispanic Philology. Faculty of Philosophy and Literature, the University of Granada (Spain). • Her lines of work and research are in applied linguistics to the teaching / learning of Spanish and the • Lexicography Has published works of various disciplines but mainly in Lexicography teaching or pedagogical. • Has participated and coordinated programs for the training of trainers in Spain and outside of it. • Has issued public conferences in Spain and outside of it. • Her educational work has been carried out in Spanish and foreign universities and at the Cervantes Institute. • She currently works as a professor of Spanish at the University of Jaen and as coordinator of Spanish in this same center.	• Doctorate in Spanish Philology (University of Jaen, Spain).	• Master in Teaching Spanish As a Foreign Language	• FP021- Estrategias del aprendizaje
Dr. Isel Marez	• Mechanical Engineer Administrator for the University of Mazatlan (Mexico). • Masters in Management and Environmental Audits by the Polytechnic University of Catalonia (Spain).	• Dr. in Engineering Projects: Quality and Environment at the Polytechnic University of Catalonia (Spain).	• Master in Strategic Management with a Specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology • Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a Specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a Specialty in Innovation and Product	• TR008- The territory as a tourist resource • AU001- Architecture and Urbanism Interrelations • AU002- The Urban Environment Project - Architectural • Máster Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Jaquelina Rodríguez	• Master in Management & (PAA)- Non-for profit Organizations Management, New York University, NYC, New York Exchange Program, European Campuses of Netherlands, Paris and Germany, 1998. • Bachelor in Education (Fine Arts, Science, Drama), Universidad de Puerto Rico, Río Piedras PR, 1994. • Professor in related graduate studies, 2002- present. • She has experience in international and local conferences. • She has published several articles related to economy and businesses in Puerto Rico.	• Ph.D. in Entrepreneurship, Negotiation and International-Interregional Business Development, (Minor: Human Resources) Universidad Interamericana, San Germán PR, 2008.	• Master in Strategic Management with a Specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology	• DD160- Market research • DD165- Marketing audits • DD111- Professionalization of family business • DD115- Key factors for success in the family business • DD116- Creation and internationalization of family businesses
Dr. Javier González Gallego	• Bachelor's in Biology by the University of Granada (Spain). • Bachelor's in Medicine and Surgery from the University of Granada (Spain). • Director of the Institute of Biomedicine of the University of León (Spain). • Participates in I+D Projects financed in Public Calls.	• Dr. in Biology from the University of Granada (Spain). • Professor at the University of Leon (Spain).	• Master in Physical Activity: Sports Training and Management	• SN217-Nutrition and sports • SN229-Study and Case Resolution for sports training • Master's Thesis
Dr. Javier Morales (Department Director)	• Master in Criminal Justice, Universidad Interamericana de Puerto Rico, 1998. • Bachelor in Psychology, Universidad Interamericana de Puerto Rico, 1993. • Since 2002 Morales is a professor in the University of Puerto Rico, Río Piedras Campus, Eastern University (UNE), Center for Financial Training (CFT). • He offers consulting services in Puerto Rico since 1999 in PSYCHE-LEGALIS, Competitive Consulting Group (CCG), State Insurance Fund (CFSE), United Laboratories (UL) London, England Brand Protection Consultant (Caribbean- Puerto Rico/ Santo Domingo/Virgin Island/Jamaica/ Cuba) 2015, University of Puerto Rico, Rio Piedras Campus, Divas Software Dubai, India (2007-2009), Association of Executives of Credit Unions (2006-2009), Natural Resources and Environment Department, Home Land Security (ICE/FBI/Secret Service), Police Department of Puerto Rico (Criminal Investigations Division), Department of Justice (NIE).	• Doctorate of Philosophy In Industrial/ Organizational Psychology, Universidad Interamericana de Puerto Rico, 2012.	• Master in Project Design, Administration and Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology • Masters in Physical Activity: Sports Training and Management	• DD042- Time management and conducting meetings • DD014- Strategic planning and management • DD154- Internal control • DD108- Family business concepts and characteristics • DD109- Succession and continuity in family business • DD110-The systematic focus applied to conflict in family businesses • DD022- Organizational structure and change • DD024- Organizational culture and climate • DD1021- Strategic management of human resources

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Jesús Arzamendi Sáez de Ibarra	• Bachelor's in Romance Philology from the University of Deusto (Spain). • Professor of General Linguistics, Semiology and Semantics from the University of Deusto (1973-1983). • Professor of Language Pedagogy, Linguistics, Evaluation of Bilingual Education and Semiotic Programs from the University of the Basque Country (1981-2005). • Director of the Education Sciences Institute (I.C.E. Spanish acronym, Instituto de Ciencias de la Educación) from the University of the Basque Country (1988-1996). • Director of the Master in "Teaching Spanish as a Foreign Language" (1992-1996) • Director of the Master in "English Teachers Training in a Virtual Campus" (1998-2001). • Director of the Area in Professorship Formation in FUNIBER (2003-) • Coordinator of the Doctoral Programs managed by FUNIBER (2007-)	• Dr. in Philosophy and Literature - Section: Romance Philology from the University of Deusto (Spain).	• Master in Teaching Spanish as a Foreign Language	• FP022- La comunicación y la adecuación pragmalingüística • FP038- La gramática del español para profesores de ELE • FP023- Lengua, cultura y bilingüismo • FP026- La enseñanza del léxico
Dr. Jesús Sánchez	• Master in Informatics, Systems of Information, Universidad Pace de Nueva York, Nueva York. • Master in Education, The City University of New York (CUNY), New York City. • Microsoft Certified Professional (MCP). • Coordinator, Faculty of Technology, professor of Informatics, Universidad Católica de Puerto Rico, Mayagüez (2011-present). • Director of Activities Title V, Project, PUCPR Mayagüez PR (2007-2010). • Coordinator of Faculty Title V, Project PUCPR Mayagüez PR (2005-2007). • Director of the Faculty of Business Administration, Universidad Católica de PR, Mayagüez (1998-2000).	• Doctorate in Business Administration, Pontificia Universidad Católica de Puerto Rico, Ponce Campus, PR.	• Master in Strategic Management with a Specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology	• TI025- E-business and its integration with corporate management systems • TI017- Integration of business management systems • TI030- Network security and management • TI034- Languages and programming paradigms • TI037- Integral design and analysis of systems and requirements • TI038- Data model and database design

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Jon Arambarri	• MBA, Institute of Applied Economics of UPV-EHU. • Senior Engineer in Telecommunications Engineering School of Bilbao. • Director of R&D in www.virtualware.es; multimedia, 3D, animation and Virtual Interactive Environments. • He has worked as R&D director to www.gowex.com: Telecommunications services for www.gowex.com: Telecommunication Services for companies. • Has made numerous publications on his specialty such as: information systems, telecommunications, collaborative virtual work, environment, management of knowledge	• Doctor in the management of engineering projects from the Polytechnic University of Catalonia (Spain).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Master in Teaching Spanish as a Foreign Language	• TI014-Electronic marketing and commerce • TI015-Electronic security and legislation • TI043-Management and Administration of IT Projects ICT • TI026-Telecommunications marketing • TI027-Technical-Business Structure of Telecommunications • TI028-Telecommunication Networks • TI031-Telecommunications marketing Regulations • TI023-Study and case resolution • TI020-Management of e-Business Projects • Master's Thesis
Dr. Jorge Crespo	• Bachelor at the Ministry of Education and Social and Sports Policy (Spain). • Civil Engineering from the Instituto Superior Politécnico Jose Antonio Echeverria (Cuba). • 13 years of experience teaching Civil and Industrial Engineering and Architecture. • Participated in R&D, competitive and non-competitive, directed to administrations and public and private entities in Spain. • Author and co-author of books and scientific articles.	• A doctorate in Civil Engineering from the University of Cantabria (Santander, Spain).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• TR036- Strategy and tourism businesses on the internet • DD076- Management without distances • DD119- Statistical sampling • TR037- IT in the tourism industry • DD1014- Biostatistics • TI036- Web technology and engineering • TI041- Business software processes • Máster Thesis
Dr. José Cintrón	• Master in Administration in Health Services, Universidad de Puerto Rico, Recinto de Ciencias Médicas (1990). • Author, co-author and developer of various books and articles on science, health and education.	• Doctorate in Education Management (Management of Higher Education), Universidad Interamericana de Puerto Rico (2004).	• Master in Strategic Management with a Specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology	• DD1007 - Health planning • DD1008- Health services management • DD1010- Assistance quality and patient security • DD1012- Health systems • DD1013- Clinical epidemiology
Dr. José A. Medina	• MSChE, Chemical Engineering, concentration: Electrochemical Engineering, Universidad de Puerto Rico, Mayagüez PR, 1975-1977. • Team Leader, Certified Consultant TSR- IMB Puerto Rico, 1997-2010. • Adviser, Sales Representative Advisory, IBM Puerto Rico, 1993-1996 • Specialist in the Pharmaceutical Industry /Consultant, IBM Puerto Rico 1989-1992. • Systems Engineer Level Advisor, IBM Puerto Rico, 1985-1989. • A Research and Development Engineer (R&D), IBM Vermont, U.S. 1979-1985.	• EdD., Education, Concentration: Instructional Technology and Distance Education, NOVA Southeastern University, 2010-2013.	• Master in Project Design, Administration and Management	• DD072- Computing Tools for Project Management • DD074- Project Evaluation

MAIN PROFESSORS			
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. José Sirvent	• International Master in Nutrition and Dietetics from the Universities of Santiago de Compostela, Leon and Rovira i Virgili (Spain). • Postgraduate course in nutrition from the University of Granada (Spain). • Bachelor in Pharmacy from the University of Valencia (Spain). • Bachelor in Chemical Sciences from the University of Valencia (Spain).	• Doctor in Sciences from the University of Alicante (Spain).	• Master in Physical Activity: Sports Training and Management	• SN042-Kinanthropometry • Master's Thesis
Dr. José Zavala	• Master Math Education Universidad Autónoma del Estado de Morelos. • Master in Education Sciences/ Instituto de Estudios Universitarios, Asociación Civil, Chiapas, México. • Specialty in Teaching Mast and Educational Computation/Universidad Autónoma del Estado de Morelos, México. • Bachelor/Engineer in Chemical Processes, Specialty Petrochemical Processes,/ Universidad Autónoma del Carmen/Chemic Faculty, Campeche, México.	• Doctorate in Chemical Engineering Sciences Instituto Tecnológico de Celaya, Guanajuato, México.	• Master in Project Design, Administration and Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology • Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a Specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a Specialty in Innovation and Product • Master in Environmental Management and Audits	• IP082- Quality management: ISO 9001 • DD125- Total quality costs • DD075- Trust Management: Risk and Quality • MA092- Fundamentals of environmental engineering • MA039- Industrial wastewater treatment • MA142- Recovery of contaminated soil • Master's Thesis
Dr. Juan Luis Martín	• Specialist in Family Mediation from the College of Psychologists in Vizcaya (Spain). • Masters in Mental Health and psychotherapy techniques from the University of Deusto. Degree in Psychology from the University of the Basque Country (Spain). • Bachelor in Psychology from the University of the Basque Country (Spain). • Professor since 2005 in education, special education, psychology. • Has collaborated in several topics such as psychology, and psychological development in families. • Author and co-author of articles and chapters on family psychology, relationships (harassment), bullying and drug use.	• Doctor in Psychological Treatment, Evaluation and Personality, University of the Basque Country, Spain.	• Master in Strategic Management with a specialty in Management	• DD138 - Conflict resolution/ transformation principles and processes • DD097/DD098- Mediation • DD101- Conflict resolution/ transformation in the family • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Julio Martínez	• Bachelor's in Electrical Mechanical Engineering, Faculty of Engineering, Universidad Nacional Autónoma de México (1992-1996). • Master's degree in Mechanical Engineering. Division of Graduate Studies in the Faculty of Engineering, Universidad Nacional Autónoma de México (1996-2001). • Professor and Researcher at the Faculty of Engineering, Universidad Autónoma de Campeche, Campeche Camp. & Universidad Mundo Maya Campus Campeche, Campeche Camp (2001- presente). • Creator of projects and publications related to Energy and Technology. • Has collaborated in lectures and presentations on engineering, Energy, Sustainable Development, among other since 2006.	• Doctorate in Mechanical Engineering. Division of Graduate Studies in the Faculty of Engineering, Universidad Nacional Autónoma de México (2001-2005).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology • Master in Environmental Management and Audits	• DD012-Management and administration of operations DD013-Logística • MA143- Energy recovery • MA093- Recovery engineering and solid residue treatment • MA245- Agreements, negotiations and instruments for climate change • MA246- Vulnerability and adaptation to climate change • MA248- Science and politics of climate change • MA249- Analysis of product lifecycle and carbon footprint • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Killian Tutusaus	• Bachelor in Marine Sciences by the University of Las Palmas de Gran Canaria (1999-2000). • Master in Environmental Engineering of the company by the Chemical Institute of Sarriá (2000-2001). • Management of subsidies of the continuing training in companies (2008). • Professor for the training program for university professors: Promotion of the experiences of teaching innovation supported by information and communication technologies Bolivia (2004- 2005). • Lecturer at the international congress Internet Global Congress: an example of recycling of educational virtual tools, Barcelona 2004. • Lecturer on the environmental work Sant Boi: The information service of waste, Barcelona 2003. • Rapporteur on the II Forum of Chemical Engineering of the University of Huelva: Experiences of a program interuniversitario Iberoamericano, Huelva 2003. • Lecturer on the International work on Tele-training: Use of ICT's for inter-university programs and companies in an international context, Barcelona 2004. • Lecturer at the Cycle of Conferences II-2004 of FUNIBER - Bolivia: Use of TIC's in educational projects, Cochabamba 2004. • Account with publications such as: Marine Pollution, Management of Natural Spaces, Oceanography and Marine Resources, Natural Resources, experience of teaching at distances in Iberoamérica.	• Doctoral student in Engineering Projects: Environment, Safety, Quality and Communication by the Universidad Politécnica de Cataluña (2002- 2003).	• Master in Environmental Management and Audits	• MA317- Coastline and marine erosion • MA 318- Marine sediments and glacial influence on the sea • MA109- Marine cultures • MA139- Management of natural marine protected areas • Master's Thesis

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MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Kim Griffin	• MA in Spanish Philology, Middlebury College (USA), 1981. • BA in Secondary Education, State University College (NY, USA), 1977. • Director of several Hispanic institutions of the educational programs of Spain, Quotes Foundation, University of Cantabria, CVS Tarr-Middlebury College, Spanish Schools in Spain, European University of Madrid. • CEES (Department of Philology in Spanish, English, German and French and Translation and Interpretation) European Center for Advanced Studies (affiliated to the Complutense University of Madrid). • Currently Professor in the European University of the Atlantic (Santander, Spain). • Professor at Middlebury College School of Spanish in Spain from 1981 to 2010. Subjects: Theories of Second Language Acquisition, methodology and teaching languages in the Hispanic culture. • Professor in the Department of Education of the Community of Madrid: implementation of training courses for teachers in bilingual schools from 2008 to 2010. • Professor at the Universidad Internacional Menendez Pelayo (Santander), in 2005. • Professor at the University of La Rioja (Spain), from 2003 to 2005. • Professor at the University of Salamanca (Spain), from 1997 to 2009. • Professor at the University of Seville (Spain), 1999. • Professor at the Universidad Antonio Nebrija (Spain) from 1992 to 1995. Subjects: Theories and Methodologies of Second Language Acquisition.	• Doctorates in Foreign Language Education from the Ohio State University, Columbus, OH (USA), 1993.	• Master in Teaching English as a Foreign Language	• FP006-Methodological Approaches • FP003-Second Language Acquisition • FP007-Classroom Management • FP034-Practicum • Master Thesis
Dr. Laura Pérez	• Master in Cognitive Science and Language University of Barcelona (Spain). • Psychologist, specialization in Clinical and Organizational Psychology, Pontifical Xavierian University, (Bogota).	• Doctorates in Cognitive Science and language by the University of Barcelona (Spain).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Master in Physical Activity: Sports Training and Management	• DD031- Recruitment, selection and promotion • DD034- Training and career plans • DD039- Interpersonal communication technique • DD091/DD092- Conflict theory • DD103 - Conflict resolution/ transformation in the Organization • DD107- Online dispute resolution (ODR) • FP092- Methodology of Scientific Research científica • Master's Thesis

MAIN PROFESSORS			
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Lilian Stevens	• Bachelor in General Psychology Universidad de Oriente. Santiago de Cuba. Cuba.(1996) • Consulting and professional teaching education, Universidad Gregório Semedo.Luanda. Angola (2014 - 2016) • Coordinator of Investigation Project and Pedagogical Director Universidad Gregório Semedo, Luanda, Angola (2011 - 2013) • Teaching Vice-Dean in Social Sciences Faculty, Universidad de Oriente, Cuba (2005-2006)	• Doctorate Pedagogical Sciences Cátedra Manuel. F.Grant.Universidad de Oriente.Santiago de Cuba (2007)	• Master in Project Design, Administration and Management	• DD100- Conflict resolution/ transformation in the school
Dr. Lucila María Pérez	• Postgraduate studies, Certificate in Education, University of Bedfordshire (United Kingdom),specialty in the Teaching Foreign Languages (2013) • Interuniversity Master's Degree in Diplomacy and International Relations, Diplomatic School in Spain (2012) • Professor at the Atlantic European University, Santander (2015-present) • Author of teaching materials, Atlantic European University (2015) • Various works in the private sphere as a translator (tourist texts, academic certificates, texts for the educational field, press releases) (2006-present) • Complementary Preparation: 　- Course "Training for Professors"- FUNIBER (2015) 　- Course "Training for Directors Thesis" - FUNIBER (2015)	• Dr. in Translation and Interpreting at the University of Malaga (2010)	• Master in Teaching Spanish as a Foreign Language • Master in Teaching English as a Foreign Language	• FP010-Computer Assisted Language Learning • FP036-Teaching English through Translation • FP014-Learning Strategies • Thesis Master
Dr. Luis Dzul	• Industrial Engineer by the Autonomous University of Los Campeche (Mexico). • Master's degree in Engineering from the National Autonomous University of Mexico (Mexico). • Diploma in Project Engineering at the Polytechnic University of Catalonia (Spain).	• Dr. in Project Engineering at the Polytechnic University of Catalonia (Spain).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a specialty in Innovation and Product	• PC012- International Collaboration System • PC013- Logic Framework • PC002- Collaboration and Development Theory • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Luis Fernández Estrada	• Graduate in Law Branch General, University of Navarra, 1977. • Professor in: University Master access to lawyers and law degree, Antonio de Nebrija University (2010-2014), Diploma in Law, University of La Rioja (1994-1999). • Author of books and publications such as: Act 2000: biographies, *Code of the Guardia Civil jurisprudence on the Guardia Civil, international issues and administrative purposes of the unlawful acts committed on board ships.*	• Doctorate in History, Written Culture and Thought, Universidad de La Rioja, 1998. • o Doctorate in Law, Universidad de Navarra, 1992.	• Master in Strategic Management with a specialty in Management	• DD099- National and international legislation on mediation and other conflict resolution procedures • DD104- Conflict resolution/ transformation in corrections • DD106- International conflict resolution/transformation • Master's Thesis
Dr. Majid Safadaran	• Master in TESOL / ESL by the University of New York (USA). • Master in Education from the University of Piura (Peru). • Master in TEFL by the University of Piura (Peru). • Master in Accounting by the University of Kerela (India). • Bachelor In Accounting by the University of Poona (India).	• Doctor in Education by the Atlantic University (USA).	• Master in Teaching English as a Foreign Language	• FP008- Developing Language Skills • FP001- Approaches to Language • FP013-English in the Community • FP005- Teaching Pronunciation • Master Thesis
Dr. María Araceli Alonso	• Advanced Studies Diploma, IULA - Universitat Pompeu Fabra (Barcelona). (September 2003) • Master's Degree in Applied Linguistics, IULA - Universitat Pompeu Fabra (Barcelona). (September 2003) • A.T.E.R (Attaché Temporaire d'Enseignement et de Recherche), Département de langues appliquées, Faculté de Lettres, Langues, Sciences Humaines et Sociales, Université de Bretagne-Sud (France). (2014 - 2016) • A.T.E.R (Attaché Temporaire d'Enseignement et de Recherche), Département d'espagnol et d'études ibéro-américaines, Faculté de Lettres, Langues, Sciences Humaines et Sociales, Université de Bretagne-Sud (France). (2012 - 2014) • Associate Professor, Universidad Nacional de Educación a Distancia - UNED (Madrid). (2009 - 2013) • Associate Professor, Facultat de Formació del Professorat, Departament de Didàctica de la Llengua i la Literatura at the Universitat de Barcelona (Barcelona). (2009 - 2010) • Associate Professor, Facultat de Traducció e Interpretació, Departament de Traducció i Ciències del Llenguatge at the Universitat Pompeu Fabra (Barcelona). (2006 - 2010)	• PhD in Applied Linguistics, IULA Universitat Pompeu Fabra (Barcelona) (June 2009)	• Master in Teaching Spanish as a Foreign Language	• FP018-Observación e investigación • FP032-Evaluación del proceso de aprendizaje de lenguas • FP031-Proyectos y tareas • FP030-Tecnología educativa en el aprendizaje de lenguas

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. María Jesús Barros García	• Master in Higher Studies in Spanish Language: Investigation and Applications, Universidad de Granada, 2008. • Master in Teaching Spanish as a Foreign Language, Universidad de Granada 2008. • Bachelor in Hispanic Philology Universidad de Granada, 2007. • Professor (full time) Saint Xavier University, since 2013. • Professor (part time) Universidad de Granada, since 2012. • Numerous courses and seminars in perfection, innovation, and teaching improvement and new technology. • Participated in several teaching innovation projects and in congresses about teaching education	• Doctorate in Higher studies in Spanish Language: Investigation and Applications, Universidad de Granada, 2011.	• Master in Teaching Spanish as a Foreign Language	• Máster Thesis
Dr. María Luisa Sámano	• Master in Sciences: Specialization in Chemical Engineering, University of the Americas, Puebla (Mexico, 2005). • Degree in Chemical Engineering, University of the Americas, Puebla (Mexico, 2001). • Professor of Laboratory, University of the Americas - Puebla. San Andres, Cholula (Mexico 2002-2005). • Coordinator of projects and research of water quality, numerical systems, etc. • Full-time researcher at the Institute of Environmental Hydraulics of Cantabria University of Cantabria (2010-2014). • Author and co-author of scientific articles and book chapters in the field of environmental study.	• Doctorate in Environmental Hydraulics, University of Cantabria (Spain, 2011).	• Master in Strategic Management with a specialty in Management • Master in Environmental Management and Auditing	• IP051- Water management: basic principles • MA090- Environmental management and sustainable development • MA015- Integrated water management introduction • MA017- Water management • MA018- Water analysis and characterization • MA209- Facilities and water treatment • MA016- The water cycle • MA003- Water treatment • Master's Thesis
Dr. María Sol Quiroga	• Specialist in Critique of History and Architecture. • Architect. • Professor in several national universities in Argentina. • Thesis Director. • Professor of masters and doctorates programs. • A researcher for several universities in such topics as: urban space and cultural heritage construction and progress in processes to create public spaces. • Development of the Information Society in Argentina. • Presentation of urban, local and political policies and support in the study of the transformation of the city in the twentieth century, among others. • Consultant in SIG/Urban Planning Application, in the private and public sector.	• Dr. in Engineering Projects: Environment, Safety, Quality and Communication at the Polytechnic University of Catalonia (Spain).	• Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a specialty in Innovation and Product	• AU002-The Urban Environment Project - Architectural • AU003-Impact of Technology on Urban Architectural Projects • AU005-City Marketing • AU008-The Function of the State • AU010-Integral Management of Design and Product • AU013-Product and Environment • AU014-Theory of the Object • AU015-Innovation, Creativity, Productivity, and Competitiveness • AU017-Profit and Strategic Design • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Marian González	• Masters in the practice of Neurolinguistic (PLN) AEPNL with specialization in PNLS courses, expert coach in mental well-being, and MBSR and MBCT program instructor. • Bachelor's in Psychology from the University of Salamanca. • Is dedicated to the investigation of Mind, Body, and Personal Growth Medicine. In recent years, has taught several courses on mental well-being, MBCT, MBSR for hospitals and personal areas. • Specializes in psycho-neuro-immunology and has done extensive research on stress and its effect on the health and benefits of mental well-being, by posting some results in international scientific journals in the field of biomedicine. • Has participated in the draft Neurolinguistic Therapy "Death & Dying" project, founded by the European Union and has collaborated with international Sociotherapists, specialists in PNL and coaches. • She is the co-author of a professional training guide that works with the topic of death and sadness because from the death of a family member: "Manual to Support Professionals during their work with dying and bereaved persons", edited by Psumed-Verlag.	• Doctor in Psychological Health, and Psychology of Sport at the Autonomous University of Barcelona.	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications	• Master's Thesis
Dr. Maurizio Battino (Department Director)	• Bachelor's in Biological Sciences from the University of Bologna. • More than 100 scientific articles indexed.	• Dr. in Research. • Dr. in Biological Sciences. • Dr. Honoris Causa by the University of Medicine and Pharmacy "Carol Davila" of Bucharest (Romania).	• Master in Physical Activity: Sports Training and Management	• Master's Thesis
Dr. Mercedes Monserrat	• Master in initiation to research in Food Science and Technology, Universidad de Zaragoza (2010). • Master in Nutrigenomics and personalized Nutrition, University of the Balearic Islands, Mallorca (2009). • She has a degree in Human Nutrition and Dietetics, University of Ramon Llull, Blanquerna (2008). • Teaching and Research Staff Hired in the University of Zaragoza, University of Zaragoz (2013-2015). • Member since 2011 to 2015 of the consolidated group of Applied Research "Biochemistry of milk protein (REFERENCE TO18)" recognized by the Government of Aragon.	• Doctorate from the University of Zaragoza mention Cum Laude, Thesis title: Development of analytical techniques for the study of allergenic proteins Ara h1 and Ara h2 in peanuts (Arachis hypogaea) and for its detection in food (2015).	• Masters in Physical Activity: Sports Training and Management	• SN198- Basics aspects of nutrition • SN047- Eating disorders in sports • SN217- Nutrition and sports

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MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Miguel Mateo Ruiz	• Master in Language Teaching Investigation and Literature, Universidad de Barcelona, 2010. • Professor in Teaching Education, Universidad de Barcelona, since 2011. • Collaborator of Grup de Recerca en Entonació i Parla (GREP), Teaching (UB), since 2011. • Member of the consolidated group of teaching innovation teaching Dynamics of Innovation Teaching of Languages (DIDAL), since 2012.	• Doctorate in Language Teaching Investigation and Literature Universidad de Barcelona, 2014.	• Master in Teaching Spanish as a Foreign Language	• Máster Thesis

Dr. Miguel Sánchez	• Masters in Development of Dictionaries and Quality Control of the Spanish Lexicon, National University of Distance Education. (Ongoing)
	• Diploma in Advanced Studies. Translation: Approaches and Methods, University of Salamanca (2010)
	• Contracted Professor, Atlantic European University (2015-2016)
	• Assistant Doctoral Professor, Catholic University of Murcia (2014-2015)
	• Complementary Preparation:
	  - Course on "Training of Professors" FUNIBER, (2015)
	  - Course on "Training for Directors Thesis" FUNIBER, (2015)
		• Doctor in Translation and Intercultural Mediation. International Mention. University of Salamanca (2013)	• Master in Teaching Spanish as a Foreign Language	• FP034-Practicum
				• Master's Thesis

Dr. Milena Gómez	• Specialization in Occupational Health, Management and Risk Control by the University Liber de Pereira, Cuba • Expert in Chemical-Particulate Material Risks	• Dr. in Engineering Projects: Environment, Safety, Quality and Communication at the Polytechnic University of Catalonia, Spain	• Master in Environmental Management and Auditing	• MA004 - Waste Management • MA093 - Engineering Recovery and Treatment of Waste • MA143 - Energy Recovery

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Mireia Oliva	• Master in Mental Health and Psychological Therapy. Itinerary of Neuropsychology. Universidad de Deusto (Bilbao). 2011 • Bachelor of Arts in Psychology with Degree. Universidad de Deusto (Bilbao). 2009 • CAP (Certificado de Adaptación Pedagógica, Certification of Pedagogical Adaptation). Universidad de Deusto (Bilbao). Ability to teach: Philosophy, Ethics, Alternative, Religion, Psychology. 2009 • Accredited Health Psychology: 2014, Eragintza Foundation, day center for people with mental disorder (Basauri) 2009, Logos, Psychological and Speech Therapy Center (Bilbao) 2009. • Neuropsicology: Hospital Aita-Menni (Arrasate-Mondragón) 2010, CENER, neuropsychological rehabilitation center for brain damage. Center Of Día Aita-Menni (Bilbao) 2011. • Professor: Course 0 of Biology at the University of Deusto (Bilbao) 2011, course of "Seller in Commercial Establishment". IES Bidebieta Basauri. Psychological Cabinet Laia (Bilbao) 2012, Master General Health Psychologist. Universidad de Deusto (Bilbao) 2015, Psychology degree. Universidad Europea del Atlántico (Santander) 2016. • Research Assistant: Universidad de Deusto (Bilbao) 2012-2015, Universidad de Deusto (Bilbao) 2010.	• Doctorate in Clinical and Health Psychology, Universidad de Deusto (Bilbao) 2015.	• Master in Project Design, Administration and Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information	• DD043- Stress and burnout • DD049- Neurolinguistic programming (NLP)
Dr. Mireia Peláez	• Bachelor's Degree in Physical Activity and Sport Sciences Polytechnic University of Madrid. • Director of the "Blooming" Exercises Projects program for special populations. • Coordinator of the Physical and Sport Activity Research Faculty in the Polytechnic University of Madrid. • Teaching undergraduate courses in Physical Activity and Sport Sciences for the Critical Atlantic University Union of scientific articles in the Journal of Neurology and Urodynamics.	• Doctorate in Physical Activity and Sport Sciences from the Polytechnic University of Madrid.	• Master in Physical Activity: Sports Training and Management	• SN160-Physical activity in seniors • SN155- Contextualization of physical activity and exercise in the health framework • SN157- Control and prescription of physical activity
Dr. Mónica Gracia	• Bachelor's in Information Sciences. Autonomous University of Bellaterra. 1995. • Master in Strategic Direction. University of Leon. Spain, 2009	• Dr. in Engineering Projects: Environment, Safety, Quality and Communication. Universidad Politécnica de Cataluña. Spain 2014.	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• TI018-Innovation, Culture and Work Management in the Communication Society • DD033-Compensations and incentives • DD036-Human resources audit • DD047-Intellectual capital • DD048-Quality as a management tool for human resources • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**

Dr. Narciso Miguel Contreras Izquierdo	• University expert in Teaching Spanish as a Foreign Language by the Menéndez Pelayo International University (Spain).
	• Bachelor degree in Philosophy and Literature (Hispanic Philology) by the University of Jaen (Spain).
	• Universidad Internacional Iberoamericana:
	  - Doctoral Assistant Professor in the Dept. of Spanish Philology at the University of Jaen (Spain).
	  - Director of the Secretarial Studies at the International Mobility Programs at the University of Jaen (Spain).
	  - Master's Professor in Applied Linguistics to the teaching of Spanish as a Foreign Language from the University of Jaen.
	  - Speaker in various congresses and conferences related to the methodology, the lexicon and the varieties of Spanish in the didactics of SL.
	  - Professor of the Dept. of Hispanics at the Attila Jozsef
	  - University in Szeged (Hungary) during 3 years.
	  - Professor at the Cervantes Institute of Romania and of the University of Bucharest. President the DELE evaluation board in Hungary and Romania, and President of the evaluation board for these tests at the University of Jaen.
		• Doctor in Spanish Philology University of Jaen, (Spain).	• Master in Teaching Spanish As a Foreign Language	• FP025- Spanish and its varieties
				• Máster Thesis

Dr. Norma P. Muñoz	• Bachelor's in Biology by ENCB-IPN • Participation in several research projects related to climate change, pesticides and geo-environmental studies.	• Post-Doctorates in Marine Biochemistry at the Ecole Pratique des Hautes Etudes, Paris, France • Doctorates in Biological Oceanography by the University d'Aix-Marseille II, France	• Master in Environmental Management and Auditing	• MA001 - Introduction to Sustainable Development • MA028 - Potentially Contaminated Marine Ecosystems • MA317 - Coastline and marine erosion • MA318 - Marine Sediments and Glacial Influence of the Seas • MA245 - Agreements, Negotiations and Instruments for Climate Change • MA246 - Vulnerability and Adaptation to Climate Change • MA248 - Science and Politics of Climate Change • MA249 - Analysis of Product Lifecycle and Carbon Footprint • Máster Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Oscar A. Arizpe	• Bachelor's Degree in Engineering from the National Autonomous University, Mexico • Master in Sciences with a Specialty in Fishery Sciences by the National Polytechnic Institute, Mexico	• Post-Doctoral in the Strategy for the Sustainable Development of the Gulf of California, United States • Doctoral in Sciences with a Specialty in Marine Ecology by the National Polytechnic Institute, Mexico	• Master in Environmental Management and Auditing	• MA074 - Biodiversity • MA079 - Ecologic Restoration and Landscaping • MA108 - Fishery Exploitation • MA110 - Marine Navigation Transportation • MA111 - Mineral and Energy Resources • MA140 - Fisheries Management • Máster Thesis
Dr. Oscar Ulloa	• Masters in Social Community-Psychology Development. Universidad Central de Las Villas, Cuba (2006-2008). • Diploma in Training of Social Workers, Universidad de La Habana, Cuba (2002-2003). • Bachelor's in Psychology. Universidad de Oriente, Cuba (1997-2002). • Collaborating professor, Master's Program in Sexology and Society (2015-present). • Fellow (doctorates), Universidad Federal de Rio Grande do Sul, Brasil, • Education Faculty, Doctorate in Faculty (2011-2015). • Participated in research projects from 2005 on Social Sciences, Masculinity and Fatherhood and Psychology. • Author of several scientific books and articles in magazines.	• Doctorate in Education, Universidad Federal de Rio Grande do Sul, Brazil (2011-2015).	• Master in Project Design, Administration and Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology	• DD102- Resolution Transformation of Conflict in the Community • DD105- Conflict resolution/ transformation in the health Field
Dr. Pablo Agudo Toyos	• Master in Entrepreneurship. CISE (Centro Internacional Santander Emprendimiento). University of Cantabria (2014-2015) • Master Degree in Sciences. Environmental Management of Water Systems (2007-2009) • Degree in Chemical Engineering, University of Cantabria (2000-2007) • Pre-doctoral Researcher, Environmental Hydraulics Institute. IH Cantabria, University of Cantabria (2009-2013) • Professor for the Atlantic European University (2015) • Complementary Preparation: - Course on "Training of Professors" FUNIBER, (2015) - Course on "Training for Directors Thesis" FUNIBER, (2015) - Course: "Teaching in Virtual Environment" - FUNIBER (2015)	• Doctor in Science and Technology for the Environmental Management of Water Systems, University of Cantabria (2010-2013)	• Master in Environmental Management and Auditing	• MA030- Pollutants agents • MA075- Natural spaces: Typology and processes MA076- Uses of natural spaces • MA080Case studies of management and conservation of natural spaces • MA104- Marine communities • MA105- Sea water • MA065- Sea energy • MA137- Biological pollution management • MA243- Management of water pollutants

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Pamela Parada	• Master's Degree in Psychology from the health, Miguel Hernandez University of Elche, Specialty Neuropsychology (2011). • Graduate in Psychology, Silva Henrã quez Catholic University. Santiago de Chile (2006-2010). • Professor at the Universidad Europea del Atlántico, 2016- present. • Neuropsychologist of the Provincial Council of Alava, residences for the elderly Laudio and Amurrio, (2011-present). • Researcher for Universidad de Deusto, Bilbao (2011-present). • Has participated in didactic conferences since 2007.	• Doctorate in Clinical and Health Psychology, CUM LAUDE. Universidad de Deusto, Bilbao (2015).	• Master in Project Design, Administration and Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology	• DD093/DD094 - Emotion, communication and conflict
Dr. Pedro Barros García	• Master in Higher Studies in Spanish Language: Investigation and Applications, Universidad de Granada, 2008. • Master in Teaching Spanish as a Foreign Language, Universidad de Granada 2008. • Bachelor in Hispanic Philology Universidad de Granada, 2007. • Professor (full time) Saint Xavier University, since 2013. • Professor (part time) Universidad de Granada, since 2012. • Numerous courses and seminars in perfection, innovation, and teaching improvement and new technology. • Participated in several teaching innovation projects and in congresses about teaching education	• Doctor in Philosophy (Roman Philology). Universidad de Granada, 1974.	• Master in Teaching Spanish as a Foreign Language	• Máster Thesis
Dr. Ramón Alzate	• Bachelor's in psychology from the University of the Basque Country (Spain). • International specialist in mediation.	• Dr. in Philosophy and Educational Sciences at the University of the Basque Country (Spain).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• DD107-Online Dispute Resolution (ODR) • DD102-Resolution Transformation of Conflict in the Community • DD106-International Conflict Resolution/Transformation • DD103-Conflict Resolution/ transformation in the organization • DD040-Conflict Resolution and Negotiation Techniques • DD091/DD092-Conflict Theory • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Roberto Álvarez (Department Director)	• Graduate in Strategic Planning (FADU-UBA, Argentina). • Graduate in Investment Projects Evaluation for non- specialists (FADU-UBA, Argentina). • Specialist in Strategic Management Design. Project Management and Design (UBA-Polit- of Milan, Argentina).	• Dr. in Project Engineering at the Polytechnic University of Catalonia (Spain).	• Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a specialty in Innovation and Product	• AU004- Contextual Components of a Project: Economic, Social, Institutional and Cultural • AU006- Architectural-urban Project Theory • AU008- The Function of the State • AU011- Areas of Design. Contextual Conditions and User • AU012- Innovation as a Tool for Improvement and Product Value Contribution • Master's Thesis
Dr. Rubén Calderón	• Bachelor's in Economic Sciences from the University of Valladolid (Spain) • Master in Occupational Risk Prevention by the University of Valladolid (Spain)	• Dr. in Economics by the Universidad Antonio de Nebrija (Spain).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications	• DD1004- Health economy • DD112- Government structures and bodies • DD113- The family protocol • DD114- Property management in family businesses • DD152- Economy • DD121- International taxation and financing • DD123- Financial statement analysis
Dra (c). Sandra Milena Camelo	• Master in Cultural Studies Pontificia Universidad Javeriana (2012) • Master in Linguistic Applies in Spanish as Foreign Language. • Universidad Jaén, España. (2011) • Bachelor in Modern Languages Pontificia Universidad Javeriana (2008)	• Dr. (c) in Cultural Studies Goldsmiths College, Londres (2012 - Actual)	• **Master in Strategic Management with a specialty in Management** • **Master in Strategic Management with a specialty in Telecommunications** • **Master in Strategic Management with a specialty in Information Technology**	• DD1004- Health economy • DD112- Government structures and bodies • DD113- The family protocol • DD114- Property management in family businesses • DD152- Economy • DD121- International taxation and financing • DD123- Financial statement analysis

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MAIN PROFESSORS			
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Santos Gracia	• Degree in Industrial Engineering from the Polytechnic University of Catalonia (Spain).	• Industrial Engineering Doctorates from the Polytechnic University of Catalonia (Spain).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a specialty in Innovation and Product	• TR038- Project Planning and Management • DD070 - Introduction to Project Management • DD073 - Project Monitoring and Control • Master's thesis
Dr. Sara Márquez	• Degree in Psychology from the University of Granada (Spain) Research Lines in: Psychology of Physical Activity and Health, Psychodiagnostics, Physical Activity and Health, Anxiety and Motivation. • Numerous publications of studies, documents and guides on doctoral theses.	• Dr. in Psychology from the University of Salamanca (Spain).	• Master in Physical Activity: Sports Training and Management	• Master's Thesis
Dr. Silvia Aparicio	• Postgraduate studies, Bachelors of Erasmus program (Denmark). • Bachelor in Business Administration from the University of Cambria (Spain). • Has served in positions of management and coordination in different educational institutions. • Has experience in administrative positions in private companies. • Has made presentations on topics such as entrepreneurship, scientific research, taxation system, finance, marketing, distribution, and the environment, new technology for the Ministry of Agriculture from the Autonomous University of Madrid, Cantabria, Valladolid and Copenhagen. • Author and co-author of several impact newspaper articles and Media (Newspaper El Mundo).	• Doctorates in Economics from the Faculty of Economics and Economic Development (Program for Economic Development and Integration) from the Autonomous University of Madrid.	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• TR026-Business administration and management • DD124- Management accounting • DD153- Financial valuation for IAS • DD122- International accounting standards • DD128 - Administration and planning of audits • DD155- Documentation, testing and auditing risks • DD130- Auditing procedures by area • DD131- Auditing reports • DD126- Budget and public accounting

MAIN PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**

Dr. Silvia Pueyo Villa (Department Director)	• Master's Degree in Linguistics Applied to the Teaching Spanish as a Foreign Language, University of Jaen and the Universidad Internacional Iberoamericana (2008-2009)
	• Master of Teaching Spanish as a Foreign Language, the University of Barcelona (1999-2001)
	• Degree in Translation and Interpretation, Autonomous University of Barcelona (1997)
	• Academic Coordinator in the Professorship training area for the Fundación Universitaria Iberoamericana -Funiber (September 2007 - present)
	• Academic Director of Translation and Interpretation and Applied Languages Degrees, Atlantic European University, Santander (2014-2015)
	• Complementary Preparation:
	  - Course "Training for Directors Thesis - FUNIBER (2015)
	  - Course of "Teaching in Virtual Environment" - FUNIBER (2015)
		• Doctorate in the Educational Sciences, University of Barcelona	• Master in Teaching Spanish as a Foreign Language	• FP027- Methodological Bases
				• FP017- Driving modes the classroom
				• FP019- Second language acquisition
				• Master's Thesis

Dr. Susana Martínez	• Master in Occupational Risk Prevention, Board of Castile and Leon, (2009)
	• Degree in Food Science and Technology Intensification, Food Technology, University of Leon (2004)
	• Higher Degree Technical Researcher, Institute of Biomedicine in León (2013)
	• Complementary Preparation:
	  - Professor Training Course - FUNIBER (2015)
	  - Training Course for Directors Thesis - FUNIBER (2015)
		• Doctorate in Biology, University of Leon, (2004)	• Master in Physical Activity: Sports Training and Management	• Master's Thesis

Dr. Tania Ballesteros	• University Master in biodiversity, University of Barcelona, Spain (2009-2011) • Laboratory technique at the University of Barcelona. Barcelona, Spain (2010-2011) • Research Assistant, EAWAG Aquatic Research (Swiss Federal Institute). Lucerne, Switzerland (August 2013-October 2013).	• Doctorate in basic and Applied Ecology, University of Barcelona, Spain (2011-2016).	• Master in Enviromental • Management and Audits	• MA013- Economy and the environment • MA008- Natural resources • MA002- Ecology • MA001- Introduction to sustainable development • MA010- Business environmental management • MA074- Biodiversity • MA077- The conservation of species and natural areas • MA079- Ecologic restoration and landscaping • MA098- Business environmental management: ISO 14001

MAIN PROFESSORS			
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Teresa Gómez	• Degree in Environmental Sciences Faculty of Experimental Sciences, University of Huelva 2001-2004. • Certificate of Pedagogical Aptitude (C.P.A) University of Seville 2007-2008. • Agricultural Engineer. Specialty: Farming University School of Agricultural Engineering (U.S.I.T.A), University of Seville 1997-2001. • Study Director, Department of Aquatic Ecotoxicology and Biodegradation, Huntindong Life Science, United Kingdom, 2014.	• Doctorate: Science and Environmental Technologies, University of Barcelona 2009-2015.	• Master in Environmental • Management and Audits	• MA057- Introduction to renewable energies • MA059- Solar thermal energy • MA060- Photovoltaic solar energy • MA061- Hydraulic energy • MA062- Wind energy • MA063- Geothermal energy • MA064- Biomass energy • MA031- Toxicology • MA078- The management of natural spaces
Dr. Vanessa Anaya Moix	• Bachelor's in Translation and Interpretation from the University Pompeu Fabra (Spain)	• Dr. in Language and Literature Didactics from the University of Barcelona (Spain)	• Master in Teaching English as a Foreign Language	• FP011- Tasks & Projects • FP002- Observation & Research • FP015-Curriculum & Course Design • FP012-Assessment & Testing • Master Thesis
Dr. Víctor Jiménez	• Bachelor's in Civil Engineering by the Metropolitan Autonomous University of Mexico (Mexico) • Master degree in Construction Engineering by the National Autonomous University of Mexico (Mexico)	• Dr. in Industrial Engineering at the Polytechnic University of Catalonia (Spain)	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• IP062-Ergonomics • IP064-Training and Communication • IP076-Workplace Hygiene • IP003-Industrial Hygiene • IP004-Occupational Health • Master's Thesis
Dr. Yolanda Alarcón	• Master of Arts degree, Major: Curriculum development and supervision, Minor: Statistics and Mathematics, Univerity of Phoenix, 1988. • Bachelor of Arts, Major: General Education and Mathematics, Minor: Early Childhood, Education and Primary School for the Disabled, 1986. • Consultant to the speaker of the curriculum, strategies and proposal for the Federal Education Department (August 2014- present). • Director of Doctoral Thesis Mentors, Universidad Internacional Iberoamericana of Puerto Rico Unini. Doctoral program, Research (2014-present).	• Doctorate in Education, Educational Administration, Universidad Interamericana of Puerto Rico, 2007.	• Master in Strategic Management with a Specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology	• DD120- Financial mathematics • DD032- Performance evaluation and management by competencies • TR024- Management techniques and organizational leadership • DD041- Management techniques for work teams • DD068- Knowledge management and organizational learning

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TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Amélia Stein	• Bachelor's In Physical Education for the Lutheran University of Brazil ULBRA (Brazil).	• Dr. (c) in Sciences of the Physical Activity and Sport University of Leon (Spain).	• Master in Physical Activity: Sports Training and Management	• SN155-Contextualization of physical activity and exercise in the health framework • SN156-Psychosocial aspects of physical activity for health • SN157-Control and prescription of physical activity • SN158-Physical activity for health with diverse diseases • SN159-Physical activity in children and adolescents • SN160-Physical activity in seniors • SN049-Sports Planning • SN228-Study and Case Resolution for management skills • SN229 - Study and Case Resolution for sports training • SN048-Training theory and practice • SN050-Sports psychology • DP004-Management techniques for sports team • FP092-Methodology of Scientific Research • SN039- Structure and function of the human body
Dr. (c) Andrea Gutiérrez	• Master in Human Resources and Knowledge Management, Universidad Internacional Iberoamericana in agreement with the University of Leon, Barcelona, Spain (2010) • Psychologist, Pontifical Xavierian University, Cali, Colombia (1998) • Organizational Psychology Coordinator, Integrated Massive Transportation Group Git Masivo S.A. (July 2009 - December 2010) • Consultant for the Project "Evaluation of Human Development", Ingacon Ltd. (April - July 2008)	• Dr (c) in Education, Universidad Internacional Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• DD143-Basic Legal Aspects of the Family Business • DD108-Family business concepts and characteristics • DD116-Creation and internationalization of family businesses • DD110-The systematic focus applied to conflict in family businesses • DD113-The family protocol • DD112-Government structures and bodies • DD114-Property management in family businesses • DD111-Professionalization of family business • DD109-Succession and continuity in family business • TI011- Society of change and information • DD068-Knowledge management and organizational learning

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Ann Rodríguez	• Master in Human Resources and Knowledge Management, University of Leon, Spain (2011) • Specialization in Waste Energy Recovery, University of Leon, Spain (2009) • Masters in Environmental Management and Auditing, University of Las Palmas, Gran Canaria, Spain (2005) • Tutor for thesis student's Thesis in the Polytechnic University of Catalonia UPC (2008 - present). • Teaching. Director Thesis at the global level, Universidad Internacional Iberoamericana (2010 - present).	• Doctorate in Research Projects (ongoing 4th phase), Universidad Iberoaméricana (UNINI) Mexico	• Master in Environmental Management and Audits • Master in Strategic Management with a specialty in Management	• MA003- Water treatment • MA004- Waste management • MA007- Noise pollution • MA009- Soil contamination • MA013- Economy and the environment • MA015- Integrated water management introduction • MA017- Water management • MA018-Water analysis and characterization • MA209- Facilities and water treatment • MA021-Water and environmental education • MA016-The water cycle • MA088-Historical evolution of environmental education • MA090-Environmental management and sustainable development • MA091-Risk management and environmental education • MA194-Basic general concepts of environmental education • MA195-Formal education in environmental education • IP051-Water management: basic principles • IP052- Basic waste management • IP054-Treatment of contaminated Soils • MA039-Industrial wastewater treatment • MA143-Energy recovery • MA142- Recovery of contaminated soil
Dr (c) Beatriz Suárez	• Bachelor's in Philology from the University of Vigo (Spain). • Master in Teaching Spanish as a SL by the University of Jaen (Spain)	• Dr. in Philology by University of Vigo (Spain)	• Master in Teaching Spanish as a Foreign Language	• FP020- Individual factors in learning • FP028- Development of skills in the classroom • FP029- Creation, adaptation and evaluation of materials and resources • FP032- Evaluation of the language learning process

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**

Dr. (c) Carlos Marcuello	• Official Inter-university Master in Economic History, Universities of Barcelona, Autónoma de Barcelona and Zaragoza (ongoing)
	• Masters in International Relations, Catholic University of Avila
	• Postgraduate degree in Organization of Events, International Protocol School
	• Bachelor's in Human Resources, University of Murcia
	• Diploma in Labor Relations from the University of Zaragoza
	• Teaching and Academic Counseling in academic institutions (2011-2015)
	• Complementary Preparation:
	  - Professor's Training Course - FUNIBER (2015)
	  - Training Course for Directors of Thesis - FUNIBER (2015)
	  - Course in Teaching in Virtual Environments - FUNIBER (2015
		• Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management
			• Master in Strategic Management with a specialty in Information Technology
				• DD046- Personal marketing
				• DD115- Key factors for success in the family business
				• TI018-Innovation, culture and work management in the communication society
				• DD160- Market research
				• DD164- Relational marketing
				• DD033-Compensations and incentives
				• DD036-Human resources audit
				• DD047-Intellectual capital
				• DD048Quality as a management tool for human resources

Dr (c) Carmen Rodríguez	• Master in Occupational and Organizational Psychology, Psychology Faculty, Havana University, Cuba (2010) • Bachelor in Psychology, University "Marta Abreu" of Las Villas, Cuba (2002) • Support the Director of the Department of Innovation, Businesses and New Technologies and Virtual Tutorials, Universidad Internacional Iberoamericana of Puerto Rico (2010) • Researcher/Consultant, Center for Psychological and Sociological Research (CPSR). Havana, Cuba (2002 - 2010) • Professor of Organizational Psychology (I and II), Psychology Faculty, UH. Cuba (2006 - 2010) • Research Methodology Professor, Psychology Faculty, UH. Cuba (2005 - 2007) • E-learning course "Training for Teachers" (FUNIBER). 2015 • E-learning course "Training for Thesis Directors" (FUNIBER) 2015 • E-learning course "Teaching in Virtual Learning Environments" (FUNIBER) 2014	• Doctorates in Education (in process). Universidad Internacional Iberoamericana – Mexico (2012 - 2016)	• Master in Physical Activity: Sports Training and Management • Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• DD024- Organizational culture and climate • FP092-Methodology of Scientific Research • TR024-Management techniques and organizational leadership • DD103- Conflict resolution/ transformation in the Organization • DD041-Management techniques for work teams

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Claudia Álvarez	• Master in Linguistics Applied to Teaching English as Foreign Language Universidad de Jaén- Spain (2010). • Certification in Informatics: E-Learning for Teachers- Moodle. Extensión Universitaria de la UTN FRBA (2010). • Bachelor in Educational Technology Universidad Tecnológica Nacional - Unidad Regional Buenos Aires (2005) • Substitute Teacher of Education Universidad Tecnológica Nacional (2013- current). • Professor Theories of the Acquisitions of First and Second Languages of Reading and Writing , Universidad Tecnológica Nacional (2000-current).	• Dr. (c) in Education Universidad Internacional Iberoamericana (México)	• Master in Teaching English as a Foreign Language	• FP009-Materials & Resources • FP037-Content & Integrated Language Learning • FP004-Individual Factors
Dr. (c) Cristina Tavera	• Master in Education, Universidad Centro Panamericano de estudios Superiores (México) - Current • Master in Pyschology of the Consumer, Universidad Konrad Lorenz, 2010. • Currently - business women and business consultant. • General Manager and proprietor of Jardín Infantil Wonderland.	• Doctorate in Project, Universidad Internacional Iberoamericana, México (2012-current).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• DD090-Corporate Social Responsibilities and Ethics • DD004-Marketing • DD1009- Health marketing
Dr (c) Daniela Torrico	• Master in Marketing and Commercial Distribution, Polytechnic University of Catalonia, Barcelona, Spain (2008 - 2009) • Master in Business Administration (International MBA), La Salle Business Engineering School, Barcelona, Spain (2007 - 2008) • Assistant for the Department of Finance and Expansion, HOTUSA, Barcelona, Spain (2008 - 2009) • Accounts Executive, ENTEL S.A., La Paz, Bolivia (2006 - 2007) • Coordinator and Tutor of the Master in Strategic Management specializing in Marketing, FUNIBER, Barcelona, Spain (2009	• Doctorates in Projects, Marketing Research, Universidad Internacional Iberoamericana (2012 - present)	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• DD165-Marketing Audits • DD161-Consumer-buyer behavior • DD159-Introduction to the new marketing • DD170-Service Marketing • TI004/DD163-International Marketing • DD169-Communication management policies • DD168-Distribution management policies • DD167-Price Management Policy • DD166-Product Management and Brand Policy • DD004- Marketing • DD162- Marketing strategy development • DD171- Control and marketing plan • DD1009- Health Marketing

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr (c) Diana Cortés	• Specialization in Labor Rights and Social Security, Universidad Sergio Arboleda, Bogota D.C. (2000) • Master in Knowledge Management and Human Resources, FUNIBER, Universidad de León, Spain (2010) • Specialized Consulting Associates Degree, Chamber of Commerce of Bogota (2010) • External Consulter, Environmental Organization Instrument Design, National Military of Uruguay (2013 – present) • Capacitation Conferences in Behavior and ICT Change Management, Corpoica (2012-present) • Chief of Human Management, C.I. El Calafate S.A. (2005-2007) • Program Director Master in Strategic Management, Universidad Internacional Iberoamericana, Universidad de León, Spain (2010-present) • Area Coordinator for Business in Latin America and Professor, Universidad de León, Spain (2010-2011) • Professor of the following subjects: Business Administration and Management, Strategic Planning and Management, Culture and Organizational Climate, Recruitment and Selection of Personnel, Compensation & Incentives (2009-present)	• Dr. (c) in Education. Universidad Internacional Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• DD024- Organizational culture and climate • DD014- Strategic planning and management • DD031- Recruitment, selection and promotion
Dr (c) Diego Kurtz	• Expertise at International International Business Wiesbaden Business School (Winter Semester - 2011/2012) Hochschule Rheinmain - University of Applied Sciences - Wiesbaden, Germany • Graduate in Agronomy. Federal University of Santa Catarina, UFSC, Florianópolis, Brazil (2010)	• Doctorates in Engineering and Knowledge Management. Federal University of Santa Catarina, UFSC, Florianópolis, Brazil.	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• DD068-Knowledge management and organizational learning • TR026-Business administration and management • DD014-Strategic planning and management • DD026-Collaborative Work in Virtual Environments • DD076-Management Without Distances

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**

Dr. (c) Elena Caixal	• Masters Degree in Linguistics Applied to the Teaching of English as a Foreign Language, University of Jaen (2011)
	• Masters Degree in Linguistics Applied to the Teaching of Spanish as a Foreign Language, University of Jaen (2010)
	• Coordinator of the Area of Languages, Funiber (2009)
	• Professor of the Professorship training programs, Funiber (2009)
	• Tutor of the Master's completion memories for the Professorship training programs, Funiber (2010)
	• Complementary Preparation:
	  - Training Course for Directors of Thesis - FUNIBER (2015)
	  - Course of Teaching in Virtual Environments - FUNIBER (2015)
		• Dr. (c) in Education. Universidad Internacional Iberoamericana (Mexico)	• Master in Teaching Spanish as a Foreign Language	• FP027- Methodological
				• FP017- Classroom Management
				• FP019- Second language acquisition

Dr (c) Elisangela Faustino	• Master Degree in Information Sciences, Federal University of Santa Catarina, Brazil (2012). • Bachelor's Degree in German Literature, Federal University of Santa Catarina, Brazil (2009). • BA in History, Federal University of Santa Catarina, Brazil (2006).	• Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• DD043-Stress and Burnout • DD039-Interpersonal communication technique • DD041-Management Techniques for Work Teams • DD044-Public Speaking Techniques • DD040-Conflict Resolution and Negotiation Techniques • DD024-Organizational culture and climate • DD022-Organizational Structure and Change • DD133-Occupational risk prevention: OHSAS 18001 • DD012-Management and administration of operations • DD013-Logistics • TI025- E-business and its integration with corporate management systems • TI017-Integration of business management systems • DD068-Knowledge management and organizational learning • TI011- Society of change and information

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TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Emmanuel Soriano	• Master in Educational Innovation, Liceo Universidad Pedro de Gante, 2012-2014. • Master in Administration (with focus to international business), Faculty of Accounting and Administration from the Universidad Nacional Autónoma de México, 2010-2012. • Degree in Administration, Faculty of Accounting and Administration from the Universidad Nacional Autónoma de México (Degree with Honor Mentions) 2004-2008. • Mexican professor of bachelor and master degrees, with experience in Human Resources and Banking, founding partner of Business and Education Consultants.	• Doctorate in Higher Education, Universidad Autonoma Chapingo, Mexico (currently coursing the fifth semester).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• TR026 - Business Administration and Management

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Erik Simoes	• Masters in Aquaculture by the Postgraduate Program in Aquaculture from the Federal University of Santa Catarina (2011). • Degree in Aquaculture Engineering, Federal University of Santa Catarina , UFSC , Brazil (2009).	• Doctoral student from the Universidad Internacional Iberoamericana in Mexico.	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a Specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a Specialty in Innovation and Product	• MA028- Potentially contaminated marine ecosystems • MA030- Pollutants agents • MA074- Biodiversity • MA075- Natural spaces: Typology and processes • MA076- Uses of natural spaces • MA078- The management of natural spaces • MA136- Technology in marine aquaculture: Toward a sustainable aquaculture • MA139- Management of natural marine protected areas • IP053- Atmospheric contamination treatment • MA008-Natural resources • MA002-Ecology • MA005- Atmospheric contamination • MA001-Introduction to sustainable development • MA029- Environmental factors that affect pollutants • MA031-Toxicology • MA073-Natural areas in the context of societies • MA077-The conservation of species and natural areas • MA079-Ecologic restoration and landscaping • MA080-Case studies of management and conservation of natural spaces • MA316- Dynamic Soil • MA317- Coastline and marine erosion • MA318-Marine sediments and glacial influence on the sea • MA106-Water circulation • MA102-Basic marine ecology • MA103- Marine organisms • MA104-Marine communities • MA108-Fishery exploitation • MA109-Marine cultures • MA110-Marine navigation transportation • MA082-Industrial waste • MA083-Rural waste • MA084-Sanitary waste • MA085-Environmental education and USW • MA095-Treatment of gaseous effluents • MA137-Biological pollution management • MA140-Fishery management • MA243-Management of water pollutants

TUTORS			
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Fabricio De Paula	• Master in Project Design, Administration and Management, Universidad de León, Spain (2013) • Architecture, Faculty of Architecture, Universidad de la República, mvd (2006) • Professor training, internal training, Fundación Universitaria Iberoamericana (December, 2015) • Teaching in virtual environment - course - 175h, Fundación Universitaria Iberoamericana (June, 2015) • Professional work practice teaching, Faculty of Architecture, Universidad de la República mvd (2009-2012)	• Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico)	• Master in Project Design, Administration and Management with a specialty in Innovation and Product	• AU014-Theory of the Object • AU015-Innovation, Creativity, Productivity, and Competitiveness

Dr. (c) Flavio Marques	• Masters in Health Services Management, Lisbon University Institute (2009-2011).
	• Graduate in Nutrition and Dietetics, Higher School of Health Technologies (2001-2006).
	• Tutor in the area of Health, FUNIBER, Portugal (2011-present)
	• Bachelor's and Master's Professor on Social and School Nutrition, Jean Piaget Institute (2005-2013).
	• Economic analysis of the full nutritional support at the Hospital Center Central Lisbon (CHLC) (2009-2011).
	• Nutrition monitoring of children placed in the service of pediatrics, Portuguese Institute of Oncology (1996-1998).
	• Complementary Preparation:
	  - Pedagogical of distance professors, (2006)
	  - Training for professors, (2015)
	  - Training for Directors of thesis, (2015)
	  - Teaching in Virtual Learning Environments, (2015)
		• Doctoral Candidate in Nutrition, Universidad Internacional Iberoamericana (2015-present).	• Master in Strategic Management with a specialty in Management
			• Master in Physical Activity: Sports Training and Management
				• DD1010-Assistance quality and patient security
				• DD1004-Health Economics
				• DD1013-Clinical Epidemology
				• DD1012-Health Systems
				• SN042-Kinanthropometry
				• SN047-Eating disorders in sports
				• SN198-Basic aspects of nutrition
				• SN043- Ergogenic aids
				• SN217-Nutrition and sports

Dr. (c) Francisco Sagués	• Has a degree in Economic Sciences • Degree in Business Sciences • Chartered Accountant • Entrepreneurship training courses, European Management Center (Brussels) • Administrative Financial Director of the Iberian Peninsula in known multinational consumption sector at the global level • Development of activities in university centers for business training • Consultant in different companies • Free professional in audits, organization and the management of companies	• Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• DD124-Management accounting • DD154-Internal Control • TR047-Financial management • DD155-Documentation, testing and auditing risks • DD131-Auditing reports • DD128-Administration and planning of audits • DD130- Auditing procedures by area

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Gonzalo Prudencio	• Master in Project Design, Administration and Management, FUNIBER - University of Leon, Spain • Bachelor in Business Administration, Bolivian Catholic University - La Paz, Bolivia • Financial Assistant, State Department in the United States of America (2008-2011) • Co-Owner, Financial and Marketing Manager, The Hot Spot, Restaurant, La Paz (2013-present) Master in Project Design, Administration and Management, FUNIBER - University of Leon, Spain	• Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico)	• Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a specialty in Innovation and Product	• DD050-Introduction to Projects • DD051-Project System Design • DD052-Analysis of Provision of Services • DD053-Functional Analysis of the Project • DD054-Project Ergonomics • DD055-Project Security and Reliability • DD056-Environment in a Project • DD057-Project Specifications • DD058-Project Draft Preparation
Dr. (c) Irma Domínguez	• International and Interuniversity Master in Nutrition and Applied Dietetics Specialized in Eating Disorders, Nutrition and Aging by the University of Leon (Spain). • Diploma in Human Nutrition and Dietetics by the University of Navarra (Spain).	• Dr. (c) Nutrition Area by the University of Leon (Spain).	• Master in Physical Activity: Sports Training and Management	• SN047-Eating disorders in sports • SN198-Basic aspects of nutrition • SN217-Nutrition and sports

Dr. (c) Javier Costas	• Master in Urgent and Emergency Integral Assistance, 2014-2015
	• Member of the VII Organizing Committee for the International Conference on Pre-hospital Lifesaving and Life Support in the Aquatic Environments, Fundación Universidad da Coruña (2015)
	• Complementary Preparation:
	  - Professor's Training Course - FUNIBER (2015)
	  - Training Course for Directors of Thesis - FUNIBER (2015)
	  - Course of Teaching in Virtual Environments - FUNIBER (2015)
		• Dr. (c) in Education. Universidad Internacional Iberoamericana (Mexico)	• Master in Physical Activity: Sports Training and Management	• SN157- Control and prescription of physical activity

Dr. (c) Jhonny Espinoza	• Master in Engineering of Industrial Management, EGIDE UBA • Master in Project Management, Universidad de León • Post-graduate in Strategic Management, Post-Graduate School from the University of Belgrano • Senior Consultant in Industrial Business Management, Industrial management consulting, management and evaluation control and evaluation of investment projects (2014 - present)	• Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico)	• Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a specialty in Innovation and Product	• DD050-Introduction to Projects • DD051-Project System Design • DD052-Analysis of Provision of Services • DD053-Functional Analysis of the Project • DD054-Project Ergonomics • DD055-Project Security and Reliability • DD056-Environment in a Project • DD057-Project Specifications • DD058-Project Draft Preparation

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TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Juan Carlos Alonso	• Master in International Law and Business Universidad Europea del Atlántico. • Bachelor in Law Universidad de Camagüey, Cuba, 2001. • Legal Consultant of Meat Business Production Provincia de Holguín 2001-2003. • Legal Consultant Business System Specialized in the Law Department Holguín 2003-2012. • Associate Professor Universidad Oscar Lucero Moya, Provincia Holguín, Cuba, 2006-2012.	• Doctorate in Project, • Universidad Internacional Iberoamericana, México (2012-current).	• Master in Strategic Management with a specialty in Management	• DD099 -National and international legislation on mediation and other conflict resolution procedures
Dr. (c) Juan David Arboleda	• Master in Industrial Engineering/ Universidad de los Andes. • Bachelor in Industrial Engineering Politécnico Grancolombiano. • Professor and Virtual Tutor.	• Doctorate in Project, Universidad Internacional Iberoamericana, México (2012-current).	• Master in Strategic Management with a Specialty in Management • Master in Strategic Management with a Specialty in Telecommunications • Master in Strategic Management with a Specialty in Information Technology	• DD012-Management and administration of operations • DD013- Logistics • TI013-Reengineering, strategy and management of systems and ICT
Dr. (c) Juan Tortajada	• Technician Engineer of Telecommunications specialty in Telematics, Universita de Valencia Burjassot (2005-2011) • Top Technician of Telecommunications and Informatics Systems, High formation level cycle IES27 Misericordia, Valencia (2003-2005) • Programming Language Technician, SERVEF course, completed at Ausias March, Valencia (2004) • Systems and networks technician at "Quafys" in Valencia (2010-2013) • Systems and security at "S2 Grupo" in Valencia (2009) • Professor and Researcher at Universidad Europea del Atlántico, Santander (2014 –present) • Subject tutor in the technological area at Funiber, Santander (2014-present) • Professor in Internet Service Administration at San Román Consulting and training, Alcobendas, Madrid (2014-current) • Professor training (FUNIBER) • Thesis Director training (FUNIBER) • "Teaching in virtual environment" course (FUNIBER, 175 hours)	• Dr. (c) in Education. Universidad Internacional Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• TI025-e-Business and its Integration with Corporate Management Systems • TI017-Integration of business management systems • TI016-Business Intelligence

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**

Dr. (c) Julién Brito	• Masters in Training Systems, Autonomous University of Barcelona (2011)
	• Master Degree in Human Resources, Management of Organizations, Autonomous University of Barcelona (2010-2011)
	• Masters in Organizational Psychology, Faculty of Psychology, University of Havana, Cuba (2007-2009)
	• Bachelor's in Psychology, Faculty of Psychology, University of Havana, Cuba (2000-2005)
	• Management in Recruitment and Training, Toyota Material Handling, Spain (2011-2012)
	• Specialist in Human Resources Management, University of Havana, Cuba (2008-2009
	• Professor of business training programs, Department of Human Resources and Administrative Management, FUNIBER (2012)
	• Visiting Professor in "Foment del Treball". "Personal Growth" "Human Resource Management" and "Teaching of Professors" Courses. Barcelona (2011)
	• Complementary Preparation:
	  - Professor's Training Course - FUNIBER (2015)
	  - Training Course for Directors of Thesis - FUNIBER (2015)
	  - Course of Teaching in Virtual Environments - FUNIBER (2015)
		• Doctorates in Education, Universidad Internacional Iberoamericana, Mexico.	• Master in Strategic Management with a specialty in Management
			• Master in Strategic Management with a specialty in Telecommunications
			• Master in Strategic Management with a specialty in Information Technology
				• DD032- Performance evaluation and management by competencies
				• DD033-Compensations and incentives
				• DD031-Recruitment, selection and promotion
				• TR046-Strategic management of human resources

Dr. (c) Karina Nossar	• Master in Teaching Spanish as a Foreign Universidad Internacional Iberoamericana (2012-2014). • Master in Education with emphasis in learning and teaching investigation Universidad ORT Uruguay. (2005) • Bachelor in Spanish Instituto de Profesores Artigas, Uruguay (1991) • Bachelor in Literature Instituto de Profesores Artigas Uruguay (1985) • Interim Subdirector, Instituto de Profesores Artigas, Uruguay. 2009 - Current • Director CERP del Norte, Uruguay. 2002 - Current	• Doctorate Candidate in Education Universidad de la Empresa , Uruguay (2008)	• Master in Teaching Spanish as a Foreign Language	• FP018-Observación e investigación en el aula

TUTORS			
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Liliana Valdés	• Master's Degree in Marketing and Digital Communication. Grupo IMF Formación (present) • Master's Degree in Business Administration (MBA), Faculty of Economics, Universidad de la Habana (2009-2011) • University Career: Bachelor's Degree in Tourism, Universidad de la Habana (2003-2008) • Collaborator of Travel Agency Enjoycuba, specialist on trips to Cuba (2012 – present)	• Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management	• TR049-Quantitative analysis of tourism • TR023-Food and Drinks Management • TR022-Hotel Business Management • TR043-Tourism Fundamentals • TR031-Alternative tourism and ecotourism • TR030-Rural tourism and sustainable development • TR027-Cultural heritage and tourism
Dr. (c) Lina Pulgarín	• Master in Integrated Management of Environment, Quality and Prevention, Universidad Politécnica de Cataluña, Barcelona – Spain (2007-2009) • Environmental Management, Universidad Tecnológica de Pereira, Pereira – Colombia (1993-1999) • Academic Bachelor, Colegio Diocesano, Pereira (1993) • Environment, Social and IP004-Occupational Health Coordinator of Building Projects for Infrastructure, INGETEC S.A. (February, 2001-June, 2003) • Contractor of Environment Projects, Corporación Autónoma Regional de Caldas –Corpocaldas (September – October 2000) • Professor in post-graduate programs in Environmental Management and Occupational Health, Fundación Universitaria del Área Andina-Seccional Pereira (January 2011 - present) • Complementary Preparation: - "Teaching in virtual environment" course (FUNIBER) (September 2014)	• Dr. (C) in Projects by Universidad Internacional Iberoamericana (Mexico).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Master in Environmental Management and Auditing	• IP059-Fundamentals in Occupational Risk • MA098-Business Environmental Management ISO 14001 • DD133-Occupational Risk Prevention: OHSAS 18001 • IP082- Quality Management: ISO 9001 • MA011- Environmental audits • MA012-Evaluation of environmental impact • MA001-Introduction to sustainable development • MA010-Business environmental management • MA092-Fundamentals of environmental engineering • MA093-Recovery engineering and solid residue treatment • MA098-Business environmental management. ISO 14001 • MA245-Agreements, negotiations and instruments for climate change • MA246-Vulnerability and adaptation to climate change • MA248-Science and politics of climate change • MA249-Analysis of product lifecycle and carbon footprint • MA282/MA247- Climate change mitigation
Dr. (c) Manuel Masías	• Systems Engineer from the University of Piura (Peru). • Master in Strategic Direction in Information Technologies by the University of Leon (Spain).	• Dr. (c) in Project Engineering by the Polytechnic University of Catalonia (Spain).	• Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• TI016-Business intelligence • TI038-Data model and database design • TI034- Languages and programming paradigms • TI036-Web technology and engineering • TI040-Database management and information resources • TI041-Business software processes

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Marcelino Diez	• Master in Project Management, Universidad Católica Andrés Bello, Puerto Ordaz (2007) • Project Management Professional, Project Management Institute, USA (2001) • Expertise in Project Management, Universidad Católica Andrés Bello, Puerto Ordaz (2001) • Consultant on Project Management, Banco Interamericano de Desarrollo (May 2012- present) • Director of Education, Vice-president for the Board of Directors and Member of Advisory Board, President of Advisory Board of Venezuela Chapter of the Project Management Institute, (2001- present) • Post-graduate Professor, Universidad Católica Andrés Bello, UCAB (2004-present)	• Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a specialty in Innovation and Product	• TR038-Project planning and management • DD070-Introduction to Project Management. • DD073-Project Monitoring and Control • DD074-Project Evaluation. • DD075-Trust Management: Risk and Quality • DD077-Project Communication • TR038-Project Planning and Management
Dr. (c) María E. Luna Borgaro	• Master Degree in Human Resources Management and Knowledge Management, University of Leon, Spain (2007-2009) • Bachelor of Arts in Psychology, University of Guadalajara, (1982 - 1987) • Professor-Tutor in the business area, Mexico Headquarters, Universidad Internacional Iberoamericana (2008-present) • Master's Professor in Managerial Skills, UNIVER University (2001-2010) • Complementary Preparation: - Professor's Training Course - FUNIBER (2015) - Training Course for Directors of Thesis - FUNIBER (2015) - Course of Teaching in Virtual Environment - FUNIBER (2015)	• Doctorate in Education, Universidad Internacional Iberoamericana in Mexico, ongoing (2014-)	• Master in Physical Activity: Sports Training and Management • Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a specialty in Innovation and Product	• TR024-Management Techniques and Organizational Leadership • DD043-Stress and Burnout • DD042-Time management and conducting meetings • DD049-Neurolinguistic programming (NLP) • DD039-Interpersonal communication technique • DD044-Public Speaking Techniques • TR046-Strategic Management of Human Resources • DD041-Management techniques for work teams • DD040-Conflict resolution and negotiation techniques • DD022- Organizational structure and change • DD045-Emotional intelligence
Dr. (c) María Eugenia Falabella	• Master of Arts Degree in Linguistics with a Specialty in Teaching English as a Foreign Language, University of Granada, Spain (2009). • *Degree in Teaching of English*, by the Catholic University of La Plata (2006).	• Dr. (c) in Education. Universidad Internacional Iberoamericana in Mexico	• Master in Teaching English as a Foreign Language • Master in Physical Activity: Sports Training and Management	• DD1021- Strategic management of human resources • FP006-Methodological Approaches • FP007-Classroom Management • FP003-Second Language Acquisition

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**

Dr. (c) María Fernanda Figueroa	• Master's in Strategic Sports Management, University of Barcelona (2011-2013)
	• Degree in Sports Management and Bachelor's of Science Degree in Business Administration, Iowa Wesleyan College (2010)
	• Complementary Preparation:
	  - Professor's Training Course - FUNIBER (2015)
	  - Training Course for Directors of Thesis - FUNIBER (2015)
	  - Course of Teaching in Virtual Environments - FUNIBER (2015)
		• Doctorate in Sports Management Projects (2013-present)	• Master in Physical Activity: Sports Training and Management	• DP001-Administration and Management of Sport Entities
				• DP002 - Strategic Management and Planning of Sport Organizations
				• DP003-Sports Marketing. Applications
				• DP006-Techniques for management and leadership in sports
				• DP007-Society of Change and Information
				• SN228-Study and Case Resolution for management skills

Dr. (c) Mariacarla Marti	• Master's Degree in Art Education, ISA Universidad de las Artes, Cuba (14/07/2009) • Bachelor's Degree in Psychology, Universidad de La Habana (08/07/2005) • Professor and Researcher, Universidad Europea del Atlántico (01/09/2015) • Professor and Researcher, ISA Universidad de las Artes, Cuba (04/09/2005) • Complementary Preparation: - Teaching on virtual environments of learning, Fundación Universitaria Iberoamericana (12/2015)	• Doctorate Degree in Education (in progress)	• Master in Physical Activity: Sports Training and Management	• SN050-Sport Psychology
Dr. (c) Mariángeles Avendaño	• Master in Teaching English as a Foreign Language, Del Mar University, University of Jaen (FUNIBER) (2009) • Graduate in Information Technology for Education with a Specialty in the Use and Development of Multimedia Material, Catholic University of Northern Chile (1998) • Degree in Early Childhood Education, Pontifical Catholic University of Chile (1984) • Virtual Tutor for the Postgraduate Training Program for Teachers of Spanish as a Foreign Language 3rd quarter (FUNIBER) (2009-present) • Virtual Tutor for the Masters in Education (FUNIBER) (2009-present) • Bilingual teacher of computers and coordinator for the implementation of information and communication technology in the first basic cycle, starting in grade K (2006-present) • Experience in the training of teachers and parents in the use of ICT. • ICT Consultant • Experience in the development of courses and educational projects for adults, children and adolescents in English and Spanish.	• Dr. (c) in Education. Universidad Internacional Iberoamericana in Mexico	• Master in Teaching English as a Foreign Language	• FP014-Learning Strategies • FP010-Computer Assisted Language Learning • FP036-Teaching English through Translation

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Mauricio Pulgarín	• Master's Degree in Economic and Financial Management, Universidad Tecnológica de Pereira (2008 – present) • Public Accounting, Universidad Libre (2004) • Bachelor's, Colegio Diocesano Pereira (1996) • Accounting and Financial Advisor, Comdinamica LTDA, (February 2010 – present) • Treasurer-Accountant, Asociación Ecociudad (June 2008 – present) • Fiscal Reviewer, Sociedad de San Vicente de Paúl (January 2007 – present) • Universidad Santo Tomas – Open and Distant Education (January-December 2008) • Politécnico Metropolitano (January 2008-December 2008)	• Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• DD123-Financial Statements Analysis • DD126-Budget and public accounting • DD002-Management and Cost Control • DD152-Economy • DD121-International Taxation and Financing • DD120-Financial Mathematics • DD122-International Accounting Standards • DD153-Financial Valuation for IAS

Dr. (c) Nelson Yepes	• Master in Design, Administration and Project Management, Bogota D.C., Universidad Internacional Iberoamericana UNINI, University, Polytechnic of Catalonia, Universitaria Iberoamericana, (2008-2010)
	• Professor of the Industrial Engineering Program, University Uniagustiniana, Tagaste Headquarters, Bogota D.C. (2011 - present)
	• Research Professor CVlac (Colciencias), University of Antonio Nariño, UAN, (2004 - present)
	• Complementary Preparation:
	  - Course "Training for Thesis Directors", FUNIBER, (December 2015)
	  - Course "Training for Professors", FUNIBER, (December 2015)
	  - Course "Teaching in Virtual Learning Environments", FUNIBER, (June 2015)
		• Doctorate in Projects, with emphasis on Industrial Technology, Bogotá D.C, 2014 Universidad Internacional Iberoamericana UNINI, Mexico (ongoing)	• Master in Project Design, Administration and Management	• DD072-Computing Tools for Project Management

Dr. (c) Pablo Urquizo	• Master in Strategic Management in ITC's Universidad de León (España). • Master in Training Major State Chiefs General Command (Uruguay). • Professor in Escuela de Operaciones de Paz del Ejército (1998-2006). • Informatics Professor - I.M.A.E. (2001-2006). • Informatics Professor - Liceo Nº 1 Extraedad E.S.O.E. (2001-2006). • Drawing Professor - Liceo Nº 1 Extraedad E.S.O.E. (1996). • Math Professor - Liceo Nº 1 Extraedad E.S.O.E. (2001 - 2006). • Professor Project Design and Management, Universidad Internacional Iberoamericana (2010 - currrent).	• Doctorate in Projects , Universidad Internacional Iberoamericana, México (in progress).	• Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a specialty in Innovation and Product	• PC013-Logic Framework • AU007-Preservation of the Architectural Urban Heritage • AU002-The Urban Environment Project - Architectural • AU008- The Function of the State • AU005-City Marketing • AU011- Areas of Design. Contextual Conditions and User Requirements • AU012-Innovation as a Tool for Improvement and Product Value Contribution • AU013-Product and Environment

		TUTORS		
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**

Dr. (c) Roberto Fabiano Fernández	• Master in Engineering and Knowledge Management, Federal University of Santa Catarina (2012).
	• Especialization in Software Project Engineering, South University of Santa Catarina (2009)
	• Graduate in Computer Science, Regional University Foundation of Blumenau (2001).
	• He has experience in the field of Engineering Production, with emphasis on innovation management, acting on the following topics: innovation, project management, identifying opportunities, design and management of knowledge
	• Complementary Preparation:
	  - Course: "Training for Thesis Directors", FUNIBER, (2015)
	  - Course: "Training for Professors", FUNIBER, (2015)
		• Dr. (c) in Engineering and Knowledge Management, Federal University of Santa Catarina (2014-present).	• Master in Strategic Management with a specialty in Management
			• Master in Strategic Management with a specialty in Telecommunications
			• Master in Strategic Management with a specialty in Information Technology
				• TI034-Languages and programming paradigms
				• TI035-Architectures, networks and distributive systems
				• TI036-Web technology and engineering
				• TI037 - Integral Design and Analysis of Systems and Requirements
				• TI038-Data model and database design
				• TI040-Database management and information resources
				• TI041-Business software processes

Dr. (c) Rosana Oddone	• Master in Project Design, Administration and Management (2008-2010)
	• Architect, University of the Republic, Faculty of Architecture (2006)
	• Construction Manager, Stiler S.A. Construction Company (August, 2015 - present)
	• Construction Manager, Stiler S.A. Construction Company (February - July 2015)
	• Complementary Preparation:
	  - Course: "Training for Thesis Directors", FUNIBER, (December, 2015)
	  - Course: "Training for Professors", FUNIBER, (December, 2015)
		• Dr. (c) in Engineering and Knowledge Management, Federal University of Santa Catarina (2014-present).	• Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning	• AU003-Impact of Technology on Urban Architectural Projects

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**

Dr. (c) Santiago Brie	• Master in Design, Administration and Project Management, Universidad Internacional Iberoamericana, University of Leon, Spain (June 2008-June 2011)
	• Bachelor's in Urban Environmental Management, Department of Productive and Technological Development, National University of Lanus UNLA) Argentina (March 2002-December 2007).
	• Design Project and putting into operation the Geographic Information Systems Laboratory, for a degree in Urban Environmental Management, Department of Productive and Technological Development (July 2011 - December 2011)
	• Thesis Tutor (Master's Final Project) for the Masters in Architecture and Urban Planning Projects, FUNIBER - European University Miguel de Cervantes (2010 - present)
	• Virtual Tutoring in practice subjects for the Master in Design, Administration and Project Management FUNIBER - UNINI Universidad Internacional Iberoamericana, Puerto Rico (2009-present)
	• Complementary Preparation:
	  - Training for Professors (FUNIBER) December 2015
	  - Training for Thesis Directors, FUNIBER, (December 2015)
	  - Teaching in Virtual Learning Environments, FUNIBER, (July 2015)
		• Dr. (c) in Projects. International University Iberoamericana (Mexico)	• Master in Project Design, Administration and Management
			• Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning
			• Master in Project Design, Administration and Management with a specialty in Innovation and Product
				• DD050-Introduction to Projects
				• DD051-Project System Design
				• DD052-Analysis of Provision of Services
				• DD053-Functional Analysis of the Project
				• DD054-Project Ergonomics
				• DD055-Project Security and Reliability
				• DD056-Environment in a Project
				• DD057-Project Specifications
				• DD058-Project Draft Preparation

Dr. (c) Sara Moza	• Master Degree in Professor Training
	• University of Seville (2014)
	• Masters in HR
	• Legal studies centers of Granada (2013)
	• HR Officer, GFI Informática (August-November 2015)
	• Complementary Preparation:
	  - Training for Professors (FUNIBER) December 2015
	  - Training for Thesis Directors, FUNIBER, (December 2015)
	  - Teaching in Virtual Learning Environments, FUNIBER, (July 2015)
		• Dr (c) in Education. Universidad Internacional Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management
			• Master in Strategic Management with a specialty in Telecommunications
			• Master in Strategic Management with a specialty in Information Technology
				• DD032- Performance evaluation and management by competencies
				• DD030- Position analysis, description and value
				• DD034- Training and career plans
				• DD103- Conflict resolution/transformation in the Organization
				• DD093/DD094- Emotion, communication and conflict
				• DD138-Conflict resolution/transformation principles and processes
				• DD097/DD098- Mediation

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**

Dr. (c) Silvana Marín Garat	• Masters in Sustainable Development, University of Lanus - Latin American Forum of Environmental Sciences (FLACAM)- UNESCO Chair in Sustainable Development (2004)
	• Advisor for the development of business projects, domestic or foreign (especially Brazil) in the Free Trade Zone of Rivera (April 1995 - March 2000)
	• Consultancy in local development projects and social and environmental responsibility (design, administration and management). (March 2000)
	• Workshop coordinator with professors from the Institute of Higher Education Alberto Chipande (2014) Mozambique
	• Conference in Beira - Mozambique on the occasion for the trip in representation of Funiber to Africa. Conference Topic: "The importance of projects for local development" conference center of the Methodist University of Beira (March 2014)
	• Complementary Preparation:
	  - Course "Training for Professors" FUNIBER, (December 2015)
	  - Course "Training for Thesis Directors" FUNIBER, (December 2015)
	  - Course "Teaching in Virtual Learning Environments" FUNIBER, (July 2015)
		• Doctoral Candidate in project developments, Universidad Internacional Iberoamericana (UNINI)- MEXICO (2014)	• Master in Project Design, Administration and Management
			• Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning
			• Master in Project Design, Administration and Management with a specialty in Innovation and Product
				• DD050-Introduction to Projects
				• DD051-Project System Design
				• DD052-Analysis of Provision of Services
				• DD053-Functional Analysis of the Project
				• DD054-Project Ergonomics
				• DD055-Project Security and Reliability
				• DD056-Environment in a Project
				• DD057-Project Specifications
				• DD058-Project Draft Preparation

Dr. (c) Sonia Pérez	• Master in Music Therapy, National University of Colombia, Bogotá 2010. • Psychologist, National University Open and Distance Learning, Bogotá 2015. • An anthropologist, University of The Andes, Bogotá 2007. • Professor of Business Ethics, University Politecnico Grancolombiano, Bogotá 2016-present. • Professor of Professional Ethics and Research Methodology for all programs Professional Technicians. Methodological adviser of works of degree, University Workshop 5, Design Center 2014- present. • High competition for the development of educational processes, social and therapeutic on the basis of the capacity of understanding, analysis and proactive vision, from a look that combines the strategic with operational-functional.	• Dr. (c) in Education Universidad Internacional Iberoamericana, Mexico, since 2016.	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• DD090- Corporate Social Responsibilities and Ethics • DD091/DD092- Conflict theory • DD101- Conflict resolution/ transformation in the family • FP092- Methodology of Scientific Research

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Stephen Bonilla	• Master in Engineering and Science of Non- Conventional Materials of Universidad de São Paulo (2015). • Environmental Engineer Universidad Nacional (2008) • Quality and Project Manager - Proteins and Energetics of Colombia (PROTEICOL), (2010 - 2013). • Environment Consultor (2009 - 2010). • Thesis investigator Universidad Nacional de Colombia (2007 - 2008).	• Dr. (c) in Projects Universidad Internacional Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Master in Environmental Management and Audits	• IP052- Basic waste management • IP053- Atmospheric contamination treatment • MA003- Water treatment • MA007- Noise pollution • MA005- Atmospheric contamination • MA004-Waste management • MA107-Sea water chemistry • MA111-Energy and mineral resources • MA105-Sea water • MA081-Urban solid waste • MA095-Treatment of gaseous effluents

Dr. Tania Herrera	• Physician and Surgeon, University of Chile, Faculty of Medicine, Santiago de Chile (1996-2002)
	• Specialist in Public Health, University of Chile, Faculty of Medicine, Public Health School (April, 2007-September, 2011)
	• Global MBA, University of Chile, Department of Industrial Engineering, Faculty of Physics, Science and Mathematics, Santiago de Chile (2008-2009)
	• Director of the National Program for the control and eradication of tuberculosis, Department of Health, Chile (2012- present)
	• Director of clinic based in hospital, Saint Francis Hospital of Llay, Health Services Aconcagua (2004-2007)
	• General practitioner in SAPU Juan Antonio Ríos, Independencia, Santiago (2007-2013)
	• Professor of Public Health II and III. Faculty of Medicine , University of Chile (2008-2011)
	• Coordinator and Professor of Pathophysiology II. School of Nutrition and Dietetics. Santo Tomas University, Santiago (2007-2008)
	• Assistant and responsible for the boarding school of medicine at the San Francisco de Llay Hospital, Faculty of Medicine, University of Chile (2003-2007)
	• Complementary Preparation:
	  - Course: "Teaching in the
	  - Virtual Environment" FUNIBER (September 2014)
		• Dr. (c) in Education. Universidad Internacional Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management
			• Master in Strategic Management with a specialty in Telecommunications
			• Master in Strategic Management with a specialty in Information Technology
			• Master in Environmental Management and Audits
				• DD1013- Clinical epidemiology
				• DD1004- Health economy
				• DD1007- Health planning
				• MA013-Economy and the environment
				• MA008- Natural resources
				• MA002-Ecology
				• MA087-Evolution of the environment and sustainable development
				• MA074-Biodiversity
				• MA075-Natural spaces: Typology and processes
				• MA077-The conservation of species and natural areas
				• MA102-Basic marine ecology
				• MA104- Marine communities
				• MA137-Biological pollution management

Dr. (c) Vanessa Yélamos	• Master in Systemic Coaching/ Universidad Autónoma de Barcelona, Barcelona, Spain • Bachelor in Psychology/ Universidad de Barcelona, Barcelona, Spain • Professor, Business area	• Dr. (c) in Education, Universidad Internacional Iberoamericana (Mexico) since February 2016.	• Master in Strategic Management with a specialty in Management	• DD107- Online dispute resolution (ODR)

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TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Verónica Cabañas	• Master in Linguistics Applied to Teaching English as Foreign • Bachelor in Social Sciences in Education Images and Media • Specialist in University Teaching/ Philosophy Universidad Nacional de Cuyo. • English Professor, University Institute of Public Safety.	• Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico)	• Master in Teaching English as a Foreign Language	• FP002-Observation & Research • FP015-Curriculum & Course Design • FP012-Assessment & Testing • FP011-Tasks & Projects
Dr. (c) Vivian Lipari	• Master in Public Health – Chile, Universidad de Chile (March, 2009- January, 2012) • Master (c) in Administration of Health Services – Perú, Universidad Nacional Federico Villarreal (March, 2006- March, 2008) • Dental Surgeon, Universidad Particular San Martín de Porres – Odontology Faculty (2005) • Professor in the Odontology Department, Health Humanization Program, Universidad Finis Terrae (July 2012 – present) • Complementary Preparation: - "Teaching in virtual environment" course FUNIBER, (September, 2014)	• Dr. (c) in Projects. International University Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management	• DD1010-Assistance quality and patient security • DD1008-Health Services Management • DD1012-Health Systems
Dr. (c) Wánderson Oliveira	• Master Degree in Information Sciences, Federal University of Santa Catarina, Brazil (2014). • Bachelor's in Library from the Federal University of Ceara (2011).	• Dr. (c) in Projects. International University Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Master in Physical Activity: Sports Training and Management	• DD090-Business ethics and corporate social responsibilities • DD032-Performance Evaluation and Management by Competencies • TR046-Strategic Management of Human Resources • DD046-Personal Marketing • FP092-Methodology of Scientific Research • TR038-Project planning and management • DD033-Compensations and incentives • TR024-Management Techniques and Organizational Leadership • TR026-Business Administration and Management • DD1021- Strategic management of human resources

TUTORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. (c) Yini Miró	• Master in Project Design, Administration and Management of Architecture and Urban Planning, UNINI Puerto Rico - FUNIBER (2014) • Architect, University of The Andes, Mérida- Venezuela (2009) • Architect, Project Preparation for Interior Design, Baobab Diseño y Manufactura C.A - Merida Venezuela (2014-present)	• Dr. (c) in Projects. International University Iberoamericana (Mexico)	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology • Master in Project Design, Administration and Management • Master in Project Design, Administration and Management with a specialty in Architecture and Urban Planning • Master in Project Design, Administration and Management with a specialty in Innovation and Product	• DD026-Collaborative Work in Virtual Environments • AU004- Contextual Components of a Project: Economic, Social, Institutional and Cultural • AU016-Product Design and Innovation Technology • AU017-Profit and Strategic Design • AU010- Integral Management of Design and Product

EXTRAORDINARY PROFESSORS				
PROFESSOR	**CV SUMMARY**	**DOCTORATES**	**PROGRAM**	**COURSES HE/SHE TEACHES**
Dr. Roberto Ruiz	• Bachelor of Arts (Geography and History), History Section at the University of Cantabria, Spain, 1988. • Has taught and had administrative positions at universities in Latin America, Spain, and the United States. • Rector, Vice Rector, Chief Academic Secretary of the University, Dean, and Academic Director. • Has been professor and associate professor of several universities where he taught courses in History, Anthropology, Archeology and Cultural Heritage.	• Doctor in Education from the University of Newport, USA (Doctor in Philosophy of Education, Ph.D.) 2001. • IE Doctor from the University of Spain, approved by the Minister of Education (national record of Doctor's title 2010 /H05334 in 2010).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• Master's thesis
Dr. Santiago Tejedor	• Bachelor's in Journalism by the Autonomous University of Barcelona (Spain). • Master in Communication and Education from the University of Barcelona (Spain).	• Dr. in Journalism from the Autonomous University of Barcelona (Spain). • Dr. in Project Engineering from the Polytechnic University of Catalonia (Spain).	• Master in Strategic Management with a specialty in Management • Master in Strategic Management with a specialty in Telecommunications • Master in Strategic Management with a specialty in Information Technology	• Master's thesis

GLOSSARY

- **Academic Life**. The time during which a student has active status. The sum of the periods when they are in this status must not exceed the duration of the program of study taken. The minimum academic life (as an active student) may be of 6 months and the maximum Academic Life is stipulated for the duration of the program. Academic life is counted from the official date of enrollment at the University until the date of delivery of the final work required for graduation.

- **Academic Period**. Time during which a student must start and finish one or more subjects. For example, semester, trimester, etc.

- **Active Student**. A Candidate who has met admission requirements, is current on its academic, administrative and economic obligations, and is pursuing an educational program.

- **Asynchronous**. None simultaneous or mismatched event.

- **Author**: That person who can establish a complete work as his/her own, thus receiving the protection of the copyright laws.

- **Candidate**. Person interested in pursuing an educational program offered by the University.

- **Content**. Study materials of a subject.

- **Course Load**. Relative measurement of the effort that the professor considers to be performed by a student to study and pass the subject.

- **Credit**. The quantitative measurement of the academic work done by the students. One credit equals 15 hours of contact and 30 hours of autonomous work.

- **Curriculum**. Defines the set of subjects, graded work, and learning experiences through which students must acquire knowledge and the development of skills, attitudes and values expressed in the graduating profile, which enables them to receive the professional title or corresponding academic degree. The curriculum should contain at least the list of compulsory subjects, their prerequisites and their organization into a net of progress or schedule of studies, and, at a minimum, the credit value of each subject and the amount of credits for each term or educational module.

- **Egressed student**. Active students who have completed all their subjects and have not registered for Thesis work.

- **Evaluated Activity (educational)**. Graded activity of a determined type, which can recognize the proper use and/or mastering a set of topics.

- **Evaluation Techniques**. Any activity that measures what the student has learned so as to give them a grade or offer them information on their academic achievements.

- **Faculty**. The University officials in any academic role.

- **Grading**. Quantitative values obtained after carrying out an evaluated activity. Grading can be any of the following qualitative values with its quantitative values:

Quantitative Values			
0-10	**Grade Point Average (GPA)**	**%**	**Grade**
10-8.6	4.00 – 3.50	100-90	A
8.5-7.0	3.49 – 2.50	89-80	B
6.9-4.5	2.49 – 1.60	79-70	C
4.4-4.0	1.59 – 0.80	69-50	D
0	0.79 – 0.00	49-0	F

The narratives equivalences of qualitative values are:

- A: Excellent.
- B: Good.
- C: Average.
- D: Deficient.
- F: Failure.
- T: Transfered.

For additional complimentary special activities to the curriculum, the following grading system should be used:

- NP: Failure.
- PS: Passed.
- PD: Deficient.
- W: Withdrawal.
- I: Incomplete - Consists of a provisional classification that the professor assigned to the student who has all the partial evaluations of the course, but who has not taken the final exam.

All qualifications must be submitted to the student and be known prior to the next evaluated activity.

- **Graduated student**. Thesis students who has successfully completed the educational program and received their diploma.
- **Module**. One or more printed subjects grouped into a single body of knowledge.
- **Official**. Person hired by the University that meets and responds to the description of a position.
- **Password**. Secret code entered in a machine to be able to operate a mechanism or to access certain information functions.

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- **Plagiarism**. Use of another's work, ideas or words as if your own without explicitly giving credit where the information came from.

- **Printed Subject**. Chapters set the contents of a subject that define a body of knowledge for specific training. It consists of chapters and evaluated activities.

- **Schedule of studies**. Sequence of evaluated subjects and activities. Each active student at the moment he/she indicates his/her studies or retakes them receives his/her own schedule of studies.

- **Subject**. Set of content, graded activities and learning experiences which objective is to ensure that students acquire knowledge, skills, behaviors and attitudes in certain specific areas of knowledge from other previously acquired. The subject demands an effort from the student to achieve the objective, expressed in terms of credits.

- **Supervised Exams (Proctoring)**. Exams supervised by the academic personnel using a web cam.

- **Stand-by Student**. Active student who has met admission requirements but is not taking classes. This designation can be requested whenever necessary, for a period not exceeding 25% of the duration of the program. In other words, the total number of times a student can request this designation is unlimited, while the sum of all stand-by periods does not exceed 50% of the duration of the program that it is taking.

- **Student**. Generic name associated with a person who enrolls in a study program.

- **Student ID (DNI)**. Each active student will have a unique identification code. This code will allow access to his/her confidential information.

- **Synchronous**. Event that is done at the same time.

- **Thesis student**. Egressed students who have enrolled in and have been approved for thesis work.

- **University Community**. Group of professors, students and staff.

- **University Life**. Period of time during which a student remains linked to the University as part of a program by changing their status. The minimum University Life (in any program) may be of one month, with a maximum of 12 additional months after the stipulated time to complete the degree. Academic life is contained within University Life, but does not imply graduation of the student. University life is counted from the official date of enrollment at the university until the date of delivery of the final work required for graduation or total withdrawal for exceeding time limits, imposed penalties or other situation.

- **User**. Person that commonly uses a service for a specific function.

- **Volume**. The folder that physically stores one or more printed subjects and sent to active students as they move through their curriculum. It is a unit of physical storage.

- **Withdrawn Student**. Active student or stand-by student that has been removed from the curriculum for academic, administrative or economic or by choice.

APPENDIX:
SUBJECT DESCRIPTION BY
ACADEMIC DEPARTMENTS

INDEX

•• SUBJECT DESCRIPTION BY ACADEMIC DEPARTMENTS

SUBJECT DESCRIPTION BY ACADEMIC DEPARTMENTS

1. LANGUAGE SCIENCE, EDUCATION AND COMMUNICATION DEPARTMENT

1.1. MASTER IN TEACHING SPANISH AS A FOREIGN LANGUAGE

This program is offered only in Spanish.

FP017 - Classroom Management

Identification of the basic features of classroom management as the classroom language, the way to correct work, group work and the use of L1 (first language). Analysis of the current theories on education in groups with diverse capabilities and on discipline in the classroom. The course covers in detail an important task of the teacher: contemplation in action. (3 credits).

FP018 - Observation and research in the classroom

The most influential forms of traditional research and philosophy of knowledge that sustains them. Current approaches to research in the classroom as, for example, the thesis that all observation is selective and is a cultural construction. This subject provides a solid foundation of knowledge and techniques which allows us to focus on the Memory and the Research Project. (3 credits).

FP019 - Second language acquisition

Main models of second language acquisition and their influence in the classroom. It takes into account the acquisition of first language and shows the parallels between both processes. The analysis of the influence of context in the acquisition of second languages. Incentives on the considerations of factors that may affect the acquisition of the language on the part of the students in the actual context of the classroom which the professor directs. (3 credits).

FP020 - Individual factors in learning

All classrooms are formed by groups of individuals, and each one of them has a vital experience, some linguistic patterns, an emotional and intellectual development and a style of learning. Recent research emphasizes the role of individual factors in the language development of the student. This subject investigates the cognitive, affective, physical and psychological factors that influence a learning individual, and critically examines concepts such as intelligence, aptitude, motivation and personality. (3 credits).

FP021 - Learning Strategies

Analysis of the current research work in the field of learning strategies and ways to encourage students to develop them. Classification of the various learning strategies and their relationship with the current trends in textbooks. (3 credits).

FP022 - Communication and pragmalinguistic proficiency

Communication as an animal and human phenomenon. Communicative functions. Components: participants, context, code. The communication process as a model of interaction. Basic Pragmatic concepts and sociolinguistic appropriateness. (3 credits).

FP023 - Language, culture and bilingualism

Language and culture: factors of the cultural component. Historical Perspective. Interculturality. Intercultural Communication. Contrastive Analysis: methodology. Bilingualism: psycholinguistic aspects, language. Bilingualism and education. Educational policy and programs of bilingual education. (3 credits).

FP038 - Spanish Grammar for SFL professors

The role of grammar in the class of Spanish as a second language. Basic topics of grammar for teachers of Spanish as a second language: the indicative past and present, the future and the conditional, the imperative, the subjunctive, the indirect style, of be and being, and personal pronouns. (3 credits).

FP025 - Spanish and its varieties

The current situation of Spanish in the Hispanic world: unity and diversity. Spanish or Castilian: terminological issues? Characterization of the social varieties of Spanish. Description of its varieties and sociocultural contexts. Exemplary Spanish as a model for the teaching of Spanish as a second language. (3 credits).

FP026 - Teaching Vocabulary

On the words: some fundamental notions of lexicology: the lexical unit, their relationships, and structure. What words to teach: "fundamental" lexicon, "meteorite" words, levels and records. How to teach those words: play with the lexicon; assess and correct them. More than words: idiomatic expressions. Use of the dictionary in the teaching of Spanish as a second language. Other channels: cinema, television, songs, the Internet. (3 credits).

FP027 - Methodological

Main methodological approaches in the teaching of languages and its historical evolution: the methods of Grammar translation, Audio-lingual and Direct. It discusses the modern approaches such as the humanities, communicative, lexicon and focuses on the student, with the concept of method being discussed in detail. (3 credits).

FP028 - Development of skills in the classroom

Detailed analysis of the different approaches in the teaching of the macro-skills based on listening comprehension, reading, and oral and written expression. The current research on these skills and the evaluation of various classroom activities and teaching techniques to develop the use of Spanish language in the students. (3 credits).

FP029 - Creation, adaptation and evaluation of materials and resources

Evaluation of the materials for the teaching of Spanish (textbooks and supplementary materials) that are currently used. Their qualities and defects in relation to the characteristics of each context and the curriculum design. Principles for evaluating materials and priorities in its application. Process of creating, testing and reviewing materials in the specific contexts of education. (3 credits).

FP030 - Educational technology in language learning

Ways to use information technology for the development of the four linguistic skills and the relationship of technology with teaching methods. The implications of computer use as a learning tool. The evaluation of the software, including innovations in multimedia software and Internet applications, is encouraged. (3 credits).

FP031 - Projects and Tasks

Education based on projects and tasks (e.g. homework). Examination of a learning-task structure and its components. Structuring of a teaching unit based on tasks. Criteria for the evaluation of tasks and the current debate on the need to focus on the form of the tasks being evaluated. Implication analysis of the task-based education in the curriculum design and programming, especially in the context of work in projects. (3 credits).

FP032 - Evaluation of the language learning process

Evaluation Fundamentals: formal and informal assessment; language learning; phases and components of the evaluation. Central Issues: what to assess: prospective, perfective and perfect variables; to whom; when; for whom (audiences). Ways to assess: observation, test. Criteria for assessing the instruments. Data Collection. Data analysis. Conclusions and proposals. (3 credits).

FP033 - Curriculum design and programming - theory and practice

Curriculum design of the language. Curriculum Design of Spanish as a second language. Analysis of the situation and the setting of objectives: at the ministerial level, at the international level (the curriculum of the Instituto Cervantes), at the local level. Programming: methodology at all three levels. Evaluation. (3 credits).

FP034 - Practicum

Although the Practicum and the Final Draft are collected separately in the program, both are two different phases of the same process that culminates in the presentation of a single job. Broadly speaking, the process consists in the student selecting a topic of study that especially interests them, and proceeding to perform a monographic work. The Practicum part would correspond to the phase of the study, analysis, or design field. (5 credits).

TFC

The work can have an applicable nature in the classroom, professionalizing (for example, teachers in training who want to improve their teaching practice) or research (for example, it is of particular interest for teachers in training who want to engage in academic research on aspects of applied linguistics in the field of teaching Spanish as a Foreign language). It can also be a combination of both directions. (10 credits).

1.2. MASTER IN TEACHING ENGLISH AS A FOREIGN LANGUAGE

FP003 - Second language acquisition

This subject introduces the main models of second language acquisition and explores their implications for classroom teaching. First language acquisition is also considered and parallels are drawn between the two processes. The influence of context on second language acquisition is explored, and you are encouraged to reflect on the factors, which may affect the language acquisition of learners in your particular context. (3 credits).

FP005 - Teaching pronunciation

This subject provides a formal introduction to the field of phonetics and phonology in the English language. Aspects of phonology such as stress, intonation and sounds are examined in some detail. Current debates over the teaching of phonology are reviewed, and we examine the practical implications for the teaching of pronunciation in the classroom. (3 credits).

FP004 - Individual factors in the learner's development

All classrooms are made up of groups of individuals each with their own life experience, patterns of language, emotional and intellectual development, and learning styles. Recently, research has put increasing emphasis on the role of individual factors in the learner's language development. This subject looks at the cognitive, affective, physical and psychological factors, which influence the individual's language learning. Constructs such as intelligence, aptitude, motivation and personality are critically examined. (3 credits).

FP002 - Observation and research in the language classroom

This subject introduces the major research traditions and the views of knowledge that underpin them. Current approaches to classroom research are explored, as is the assumption that all observation is selective and culturally constructed. This subject provides a solid base of knowledge and techniques from which to approach your Practicum and Final Project. (3 credits).

FP001 - Approaches to language in the classroom context

This subject provides an introduction to the most important current psycholinguistic and sociolinguistic theories. We examine how perceptions towards the nature of learner language have changed over the last few decades. The concept of inter-language is explored in depth, and research into classroom interaction is critically reviewed. We also look at the role of input in language learning, and the current psycholinguistic notions of "noticing" and "restructuring" are presented. (3 credits).

FP037 - Content & language integrated learning

CLIL (Content & Language Integrated Learning) looks like a good candidate for the next revolution in language teaching, although its growing tentacles reach out into other areas of the curriculum and force us to consider more seriously the role of content, how we define that content, how we choose it and how we can teach it more effectively. CLIL also raises interesting questions about the relationship between language and cognition that are too often neglected at classroom level. This subject looks at its brief history, its theoretical bases, and how it might represent the future of language teaching. (3 credits).

FP006 - Methodological approaches

This subject familiarizes you with the main methodological approaches in ELT. Methods such as Grammar-Translation, the Audio-lingual Method and the Direct Method etc. are reviewed historically. Contemporary approaches such as humanistic, communicative, lexical and learner-centered approaches are discussed, and the notion of "method" is analyzed in depth. (3 credits).

FP008 - Developing language skills in the classroom

This subject looks in detail at approaches to the teaching of the macro skills of listening, speaking, reading and writing in ELT. Current views based on recent research into these skills are presented, and the teaching of grammar and vocabulary are also examined. A range of practical classroom activities and teaching techniques for developing learners' use of the language are evaluated. (3 credits).

FP009 - Materials and resources in EFL - design, creation, adaptation and evaluation

This subject includes an examination of EFL materials (textbooks and supplementary materials) that are currently used in the profession, and explores their strengths and weaknesses in relation to features of context and curricula. Principles of materials evaluation are identified and prioritized. The process of materials design, creation, trial and revision in specific teachings contexts is highlighted. (3 credits).

FP007 - Classroom management - techniques and reflections on practice

This subject identifies some of the key features of management in classrooms, such as classroom talk, corrective feedback, group work and the use of L1. Current views on mixed ability teaching and discipline are also touched on. The important area of teachers' beliefs, known as 'teaching thinking', is covered thoroughly. (3 credits).

FP010 - Computer assisted language learning

This subject introduces students to the ways in which computer software can be used to develop learners' language skills and examines how CALL relates to teaching methodologies. You will be made aware of the issues involved in using computers to assist language learning. You will evaluate software including developments in multimedia software and Internet applications. (3 credits).

FP036 - Teaching English through translation

This subject, written by the University of Vigo, starts with a brief history of translation as an introduction to how translation can be used in the EFL classroom. The differences between teaching translation as a subject per se and as a tool in the teaching of a foreign language are also explored, and different approaches to how translation can be used to enhance the learning process, even in communicative classrooms, are considered. (3 credits).

FP011 - Tasks and projects

This subject presents an approach to teaching structured around tasks and projects. We examine the structure of a learning task, its components, and the effective sequencing of different types of tasks within units of work ('unidades didácticas'). The criteria for the evaluation of tasks are examined, and the current debate on the need for a focus on form in tasks is reviewed. We analyze the implications of task-based teaching for syllabus and curriculum design, specifically in the context of project work. (3 credits).

FP014 - Learning strategies

This subject examines research into learning strategies, and considers how we can encourage our students to develop these further. Taxonomies of learning strategies are presented and related to current trends in ELT course books. (3 credits).

FP013 - English in the community

This subject on sociolinguistics looks at the social and cultural context in which language is situated and in which it is learned. The global position of English will be explored to gain a better understanding of its future status, its likely expansion or decline. We examine how gender and race affect language use, as well as the notion of language shift. Important current issues such as the social implications of bilingualism are also explored. (3 credits).

FP012 - Assessment and testing in the classroom

This subject looks at the purposes which assessment serves and describes current practices and trends in assessment and testing in ELT. The fundamental principles of testing are examined, and both formal and informal approaches to testing are explored. (3 credits).

FP015 - Curriculum and course design - principles and practice

This subject looks at models of curriculum and course design, and their planning, implementation and evaluation in a variety of national contexts. Two main paradigms of curricula are presented, and the principles of syllabus design are examined in depth. An outline of the most significant syllabus types is provided. (3 credits).

FP034 - Practicum

Even if it seems that the Practicum and the Research Project are not related, they are two different stages of one project. Broadly speaking, the process consists of choosing a topic in which you are interested and doing a monographic project on it. The Practicum is the work camp and the analysis and design is the research. (5 credits).

TFC

This project can be a practical piece of research (e.g. teachers that want to improve their teaching methodology), a theoretical one (e.g. teachers that want to research into applied linguistics in the TELF field) or, even, a mixture of them both. (10 credits).

2. DEPARTMENT OF PROJECTS

2.1. MASTER IN PROJECT DESIGN, ADMINISTRATION AND MANAGEMENT

DD050 - Introduction to projects

This subject introduces us, within a theoretical framework and in a general way, to the concepts of a "Project", such as: project phases, projects systems, collaborative work, and knowledge management for the success of the project, and the project design, so as to establish a knowledge base conducive to the development of the subjects to follow. (1 Credit).

DD051 - Project system design

Provides concepts related to the identification of the project scenario, the factors that will condition the solution, raising the Technical Problem, the formulation of the objectives, the criteria used for evaluating the success of the project, as well as the identification and analysis of all the persons and things involved in the resolution of the problem, understood as a fundamental part in the trilogy of man - artificial system - environment. (2 Credits).

DD052 - Analysis of Provisions of Services

This theme develops, investigates and determines the conditions of supply and regularization between the needs of the customers and what science and engineering would provide as a solution, considering this solution, as the project itself, and requires that we define the "desired" service to obtain a result in the project. (2 Credits).

DD053 - Functional analysis of the project

During the development of the present subject we seek to determine the technical functions and services to meet the project we are designing, by means of the service tree as a "conceptual tool", the proposed project system, the value analysis and quality in the design phase. (2 Credits).

DD054 - Project ergonomics

This subject deals with understanding the role of the people in their activities and its uses in the solution of a project and its relationship with other people and machines, for which it establishes a classification of users, security measures, etc. (2 credits).

DD055 - Project security and reliability

This course covers topics related to understanding aspects of the safety and feasibility of a project solution contemplating its states of life, its life-cycle, at the system level and its components, including people, machines and their relationships. (2 Credits).

DD056 - Environment in a project

By studying the project's sustainability, eco-design, environmental impact and life cycle analysis, which are the topics to delve into this subject, we understand the environment of a project solution in their states of life, its life-cycle, and at the system level and its components. (2 Credits).

DD057 - Project specifications

This subject will allow us to learn in detail, specify and explain the operation, detail and constitution of the potential solution provided by a project. (2 Credits).

DD058 - Project draft preparation

This subject, by means of such topics as tools for specification, documentation, and the development of the project proposal, will help us to understand the importance of management as an ulterior step in design and be able to generate a proposal for a viable and sustainable management. (3 Credits).

DD070 - Introduction to project management

Management/project management is the administration of all the necessary resources for the development of the same, as this course introduces us into the topic in a general way and covers, among other things, the following topics: general concepts of project management and types of projects, phases of a project and project life cycle. (1 Credit).

TR038 - Project planning and management

The planning and the management of projects are closely linked, since it is impossible to think of management without planning it. For this it is necessary to bear in mind some concepts, developing the project plan and the control of its possible changes, definition, administration and planning of the project scope, and choose and apply the appropriate techniques to produce a plan of action. (3 Credits).

DD072 - Computing Tools for Project Management

This subject introduces us to the main computer tools to support the management of a project, and also teach us to know its advantages. Every project needs to be managed, and to complement this, it is also necessary to have the knowledge and handling of computer tools in accordance with the typology of each project. (2 Credits).

DD073 - Project Monitoring and Control

Surely the job of monitoring and control should be one that requires a greater commitment, and this is why the subject is presented with general topics like: learning the fundamentals of project control and their tools and methodologies, all the way to the particular, like carrying out the control of human and technical resources to ensure compliance with time, quality and cost. (2 Credits).

DD074 - Project evaluation

The evaluation of projects keeps us focused on the task of understanding and structuring financial engineering by means of numerous technical-economical tools, so as to learn to see projects not only by means of detailed drawings, or flowcharts, but also by spreadsheets of financial economic development. (2 Credits).

DD075 - Trust Management: Risk and Quality

Confidence management focuses mainly on evaluating and learning the fundamentals of quality in projects and their tools and methodologies, learn how to plan, guarantee and control quality, and the risk. (2 Credits).

TR046 - Strategic Management of Human Resources

This subject gives us a complete vision of the role of the Human Resource's director in the twenty-first century, reviewing the areas of activity in management, and its integration into the business strategy. (2 Credits).

DD133 - Occupational Risk Prevention: OHSAS 18001

Provide knowledge to identify the business requirements in the subject of prevention and apply the different techniques for the control of occupational hazards, in order to achieve an effective development of human resource's management in the management of prevention. (2 Credits).

DD077 - Project Communication

The issue involved in this subject deals with the "inward" and "outwards" communication of a project, toward the three levels of users, from the basic circuits of communication up to the more complex

structures of strategic communication, where the image of the same compromises with the social ideal. (1 Credit).

DD026 - Collaborative Work in Virtual Environments

This subject introduces the student to the "world" of technologies related to the collaborative work whose aim is to achieve the goals of the same group, ranging from the management of organizational teams, up to the management of distant teams mediated by virtual working environments. (1 Credit).

DD076 - Management without distances

This course helps us to understand the complex process, its tools, the possible methodologies and typologies of the off-shore management of a project; project management carried out at a distance. In order to understand this topic in depth we need to talk about concepts such as: cooperative and collaborative construction of knowledge and cooperative models of participation, supported by information technologies. (1 Credit).

DD059 - Public Presentation Techniques

This subject is currently an increasingly important role in the management of projects, as it creates skills for project and product promotion to obtain investors or at least engage the targeted market. To achieve this, it is necessary to know about communicational strategies and to define the characteristic elements of the project, which will shape the image of the same. (1 Credit).

TR026 - Business Administration and Management

This subject introduces the student to the concepts and techniques of administration and business management. It covers topics from organizational theories, until the new organizational forms in the new economy, whether for service companies, technology companies, SMES and family businesses. (3 Credits).

DD014 - Strategic Planning and Management

This subject introduces us with the needed tools for strategic direction and mastery of the strategic planning process, such as the first basic steps for the project director, going through the necessary topics like the mission, vision and values, chain value, SWOT analysis, the selection of strategies and the Balance Scorecard. (3 Credits).

DD040 - Negotiation and Conflict Resolution Techniques

This subject has everything we require and even more for the professional life we form with theoretical and practical knowledge, to conflict solutions, solution strategies, and basic skills for its solution. (2 Credits).

DD041 - Management Techniques for Work Teams

This subject presents different management and direction techniques for teamwork where the main thing is the human resource with which we count upon and that we must "take care of". That is why we must additionally know about management tools to ensure the management of these resources in an efficient manner. (2 Credits).

DD068 - Knowledge Management and Organizational Learning

During the course of this subject we will identify and analyze each one of the types of knowledge for enterprises in the area of management, diagnostics, distribution and availability of information as key factors for success. Knowledge management is an "activity" that must be present in all professional activity and even more so if you are in a position of leadership. (2 Credits).

TI025 - e-Business and its Integration with Management Corporate Systems

This subject gives a wide and extensive view of the concept and notion of business integration through information by reviewing the integration from the organizational and technological aspect, and the essential concepts of integration based on TICs such as ERP, SCM and CRM. (3 Credits).

PC012 - International Collaboration System

This subject is an exegesis of the issues affecting the society as a whole affected by planetary phenomena as diverse as migration, terrorism, the business without borders, the global economy, the sport of the masses, etc. It brings a vision of cooperation into the complex arena of international relations. The international processes and structures and the effect of the agents of cooperation in the capabilities of contemporary states in a theoretical context are all discussed. (1 Credit).

PC013 - Logic Framework

This subject studies the Logical Framework at the theoretical and application levels. Each step and tool that includes it is studied, while cases in which it is used at both the international cooperation level as at the projects level that are not of international cooperation, are also reviewed. (2 Credits).

DD090 - Corporate Social Responsibility and Ethics

Concepts are provided that allow the mastery about the importance and validity of Business Ethics and Corporate Social Responsibility, and recognize it as an effective tool for achieving competitiveness and development and for the social and economic progress of individuals, nations, societies and communities. (3 Credits).

PC002 - Collaboration and Development Theory

Examines the historical evolution, motivations and rationale for the development of international cooperation, as well as its instruments and purposes. The subject studies the role of international cooperation in the decentralization and the prevailing conception of cooperation for development. The machinery for official aid is also studied (donor countries, World Bank, etc.). We review the effect of the governance versus the goals of development. Explore private financing. Explore the impact of globalization in cooperation. Explore the origins and theory of development, at the theoretical and historical level. It contrasts human development versus economic development (HDI, HPI, IDG, IPG, IAT, etc.). It studies international relations and its relationship to the development of cooperation. An interpretative framework for international assistance in historical terms is also studied (Pearson and Peterson Reports, etc.). And it studies the geopolitical rupture and epistemological paradigm of development. (3 Credits).

TR047 - Financial management

The subject highlights the most significant aspects that conceptually shape the financial direction of any company, bringing practical exercises and examples that are easy to study and understand throughout the chapters. (3 Credits).

DD102 - Resolution Transformation of Conflict in the Community

Brings mediators closer to a specific training regarding the different themes present in conflicts which arise in urban neighborhood - community relations, be they public or private. The subject presents the perspective and the particular focus of the Community Mediation from an interdisciplinary approach, oriented to the new sociocultural conditions marked by differences and inequality. At the same time, it analyzes the profile of the mediator suitable to these scenarios, meaning one who is involved in the challenge of forming a pluralistic society-city, equitable and inclusive. (2 Credits).

FP092 - Methodology of Scientific Research

This subject presents the stages of the research process and its techniques, with the purpose that the student relates with the scientific method and therefore facilitates any contributions within their field of work. (3 Credits).

TFC/Practicum

Although the Practicum program and the Final Project are collected separately, both are two differentiated phases of a same process that end with the presentation of a single work. In broad terms, the process consists in the student's selection of a specific study topic that is of his/her interest and drafts a monographic work. The part of the practicum will relate to the field of study, analysis and design. (10 credits).

2.2. MASTER IN PROJECT DESIGN, ADMINISTRATION AND MANAGEMENT WITH A SPECIALTY IN ARCHITECTURE AND URBAN PLANNING

DD050 - Introduction to projects

This subject introduces us, within a theoretical framework and in a general way, to the concepts of a "Project", such as: project phases, projects systems, collaborative work, and knowledge management for the success of the project, and the project design, so as to establish a knowledge base conducive to the development of the subjects to follow. (1 Credit).

DD051 - Project system design

Provides concepts related to the identification of the project scenario, the factors that will condition the solution, raising the Technical Problem, the formulation of the objectives, the criteria used for evaluating the success of the project, as well as the identification and analysis of all the persons and things involved in the resolution of the problem, understood as a fundamental part in the trilogy of man - artificial system - environment. (2 Credits).

DD052 - Analysis of Provision of Services

This theme develops, investigates and determines the conditions of supply and regularization between the needs of the customers and what science and engineering would provide as a solution, considering this solution, as the project itself, and requires that we define the "desired" service to obtain a result in the project. (2 Credits).

DD053 - Functional analysis of the project

During the development of the present subject we seek to determine the technical functions and services to meet the project we are designing, by means of the service tree as a "conceptual tool", the proposed project system, the value analysis and quality in the design phase. (2 Credits).

DD054 - Project ergonomics

This subject deals with understanding the role of the people in their activities and its uses in the solution of a project and its relationship with other people and machines, for which it establishes a classification of users, security measures, etc. (2 credits).

DD055 - Project security and reliability

This course covers topics related to understanding aspects of the safety and feasibility of a project solution contemplating its states of life, its life-cycle, at the system level and its components, including people, machines and their relationships. (2 Credits).

DD056 - Environment in a project

By studying the project's sustainability, eco-design, environmental impact and life cycle analysis, which are the topics to delve into this subject, we understand the environment of a project solution in their states of life, its life-cycle, and at the system level and its components. (2 Credits).

DD057 - Project specifications

This subject will allow us to learn in detail, specify and explain the operation, detail and constitution of the potential solution provided by a project. (2 Credits).

DD058 - Project draft preparation

This subject, by means of such topics as tools for specification, documentation, and the development of the project proposal, will help us to understand the importance of management as an ulterior step in design and be able to generate a proposal for a viable and sustainable management. (3 Credits).

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TR038 - Project planning and management

The planning and the management of projects are closely linked, since it is impossible to think of management without planning it. For this it is necessary to bear in mind some concepts, developing the project plan and the control of its possible changes, definition, administration and planning of the project scope, and choose and apply the appropriate techniques to produce a plan of action. (3 Credits).

AU001 - Architecture and Urbanism Interrelations

This subject deals with analyzing the different approaches that arise from the scales of analysis and disciplinary intervention of architecture, urban design and urban planning, analyzing the specific characteristics of each one of them, their differences, their commonalities and complementarities, oriented

toward the need for their integration to the professional action in the urban space, contributing to a better quality of life for the population. (2 Credits).

DD073 - Project Monitoring and Control

Surely the job of monitoring and control should be one that requires a greater commitment, and this is why the subject is presented with general topics like: learning the fundamentals of project control and their tools and methodologies, all the way to the particular, like carrying out the control of human and technical resources to ensure compliance with time, quality and cost. (2 Credits).

AU002 - The Urban Environment Project - Architectural

Based on the definition of a series of environmental concepts and basic socio-economics that are involved in the concept of sustainable development, the subject delves into the background and the problems caused by the environmental impacts of human activities, from a global scale to the urban and architectural intervention, providing a series of principles that guide said action. (2 Credits).

DD075 - Trust Management: Risk and Quality

Confidence management focuses mainly on evaluating and learning the fundamentals of quality in projects and their tools and methodologies, learn how to plan, guarantee and control quality, and the risk. (2 Credits).

AU003 - Impact of Technology on Urban Architectural Projects

Studying the relationship between new technologies, city, and architectural design, is an urgent issue for professionals and researchers involved in the planning and management of urban - architectural projects.

The subject will analyze how technological innovations have a transformative effect, both in socio-economic relations as in the urban form, and how they are manifested in the cities and in the way in which architects, town planners and managers develop their planning and architectural projects.

It focuses on the search for social responses to the changes that new technologies bring in the ways of living in cities, and to include them as design elements. (2 Credits).

AU004 - Contextual components of the project: economic, social, institutional and cultural

The course will address the various kinds of contextual changes: economic, social, institutional, cultural, etc., that affect the design and development of an urban-architectural project.

We analyze the relationship between society, the State and productive points, the relations of the local market in the global market and the role of some key players in society, so that from their knowledge, we can work the conditional factors and their relationships within the design and development of a project in order to characterize them in different ways.

Each of the analyzed fields will allow the student to generate different lines of work in a project and provide an integrated focus of the problem being addressed. (2 Credits).

AU005 - City Marketing

This subject aims to provide tools for which the student can identify distinctive elements or a representation of a city or the marketing tools of cities; relating the latter concept as a set of activities and a range of products and/or services of the city designed to meet the needs of different audiences (internal and external audiences), creating and fostering their demand.

This will be analyzed for instruments of communication, advertising and promotion, as well as the decision-making process of the different social actors (social, economic and political); and, on the other hand, the knowledge of the characteristics of the urban model that the citizens themselves want. (2 Credits).

AU006 - Architectural-Urban Project Theory

The subject introduces the concept of "project" in the performance of architecture, urban design and urban planning, associating it and distinguishing it from the processes of research and design. Inclusion of the social, environmental, economic and political dimensions of the project in the urban-architectural. Introduction to the formulation, management and direction of urban-architectural projects. General concepts on Systems and General Systems Theory, with the aim of providing a tool to analyze the problems, conflicts and urban-architectural projects with a systemic vision aimed at understanding the diversity and complexity of the present city. (1 Credit).

DD076 - Management without distances

This course helps us to understand the complex process, its tools, the possible methodologies and typologies of the off-shore management of a project; project management carried out at a distance. In order to understand this topic in depth we need to talk about concepts such as: cooperative and collaborative construction of knowledge and cooperative models of participation, supported by information technologies. (1 Credit).

DD059 - Public Presentation Techniques

This subject is currently an increasingly important role in the management of projects, as it creates skills for project and product promotion to obtain investors or at least engage the targeted market. To achieve

this, it is necessary to know about communicational strategies and to define the characteristic elements of the project, which will shape the image of the same. (1 Credit).

TR026 - Business Administration and Management

This subject introduces the student to the concepts and techniques of administration and business management. It covers topics from organizational theories, until the new organizational forms in the new economy, whether for service companies, technology companies, SMES and family businesses. (3 Credits).

DD014 - Strategic Planning and Management

This subject introduces us with the needed tools for strategic direction and mastery of the strategic planning process, such as the first basic steps for the project director, going through the necessary topics like the mission, vision and values, chain value, SWOT analysis, the selection of strategies and the Balance Scorecard. (3 Credits).

AU007 - Preservation of the Architectural Urban Heritage

This subject aims to highlight the objects produced by a community that are in an urban property of heritage value. When we talk about property we are referring to the tangible heritage including public spaces (with varying degrees of human intervention) that meet environmental functions and recreation.

The identification of the city's cultural system and the location of the architectural elements with historical dimension will be performed, while studying the interplay of cultural property in the different scales in which they are displayed and the processes and agents that affect them in each one.

It is intended for the student to acquire the ability to integrate the technical, cultural and/or socio-economic problems in the practice of cultural property conservation. (2 Credits).

DD041 - Management Techniques for Work Teams

This subject presents different management and direction techniques for teamwork where the main thing is the human resource with which we count upon and that we must "take care of". That is why we must additionally know about management tools to ensure the management of these resources in an efficient manner. (2 Credits).

DD068 - Knowledge Management and Organizational Learning

During the course of this subject we will identify and analyze each one of the types of knowledge for enterprises in the area of management, diagnostics, distribution and availability of information as key

factors for success. Knowledge management is an "activity" that must be present in all professional activity and even more so if you are in a position of leadership. (2 Credits).

AU008 - The function of the state

The analysis of the different roles that the state can play in the actions of urban and architectural intervention is introduced, in entrepreneurial, financial, encouraging or regulating role, and the consequential relationships with the private sector. In the same way, the subject will discuss the responsibilities of the professional in relation to the functions of the State in the urban and architectural operation. (3 Credits).

FP092 - Methodology of Scientific Research

This subject presents the stages of the research process and its techniques, with the purpose that the student relates with the scientific method and therefore facilitates any contributions within their field of work. (3 Credits).

TFC/Practicum

Although the Practicum program and the Final Project are collected separately, both are two differentiated phases of a same process that end with the presentation of a single work. In broad terms, the process consists in the student's selection of a specific study topic that is of his/her interest and drafts a monographic work. The part of the practicum will relate to the field of study, analysis and design. (10 credits).

2.3. MASTER IN PROJECT DESIGN, ADMINISTRATION AND MANAGEMENT WITH A SPECIALTY IN INNOVATION AND PRODUCT

DD050 - Introduction to projects

This subject introduces us, within a theoretical framework and in a general way, to the concepts of a "Project", such as: project phases, projects systems, collaborative work, and knowledge management for the success of the project, and the project design, so as to establish a knowledge base conducive to the development of the subjects to follow. (1 Credit).

DD051 - Project system design

Provides concepts related to the identification of the project scenario, the factors that will condition the solution, raising the Technical Problem, the formulation of the objectives, the criteria used for evaluating the success of the project, as well as the identification and analysis of all the persons and things involved in

the resolution of the problem, understood as a fundamental part in the trilogy of man - artificial system - environment. (2 Credits).

DD052 - Analysis of Provision of Services

This theme develops, investigates and determines the conditions of supply and regularization between the needs of the customers and what science and engineering would provide as a solution, considering this solution, as the project itself, and requires that we define the "desired" service to obtain a result in the project. (2 Credits).

DD053 - Functional analysis of the project

During the development of the present subject we seek to determine the technical functions and services to meet the project we are designing, by means of the service tree as a "conceptual tool", the proposed project system, the value analysis and quality in the design phase. (2 Credits).

DD054 - Project ergonomics

This subject deals with understanding the role of the people in their activities and its uses in the solution of a project and its relationship with other people and machines, for which it establishes a classification of users, security measures, etc. (2 credits).

DD055 - Project security and reliability

This course covers topics related to understanding aspects of the safety and feasibility of a project solution contemplating its states of life, its life-cycle, at the system level and its components, including people, machines and their relationships. (2 Credits).

DD056 - Environment in a project

By studying the project's sustainability, eco-design, environmental impact and life cycle analysis, which are the topics to delve into this subject, we understand the environment of a project solution in their states of life, its life-cycle, and at the system level and its components. (2 Credits).

DD057 - Project specifications

This subject will allow us to learn in detail, specify and explain the operation, detail and constitution of the potential solution provided by a project. (2 Credits).

DD058 - Project draft preparation

This subject, by means of such topics as tools for specification, documentation, and the development of the project proposal, will help us to understand the importance of management as an ulterior step in design and be able to generate a proposal for a viable and sustainable management. (3 Credits).

DD070 - Introduction to project management

Management/project management is the administration of all the necessary resources for the development of the same, as this course introduces us into the topic in a general way and covers, among other things, the following topics: general concepts of project management and types of projects, phases of a project and project life cycle. (1 Credit).

TR038 - Project planning and management

The planning and the management of projects are closely linked, since it is impossible to think of management without planning it. For this it is necessary to bear in mind some concepts, developing the project plan and the control of its possible changes, definition, administration and planning of the project scope, and choose and apply the appropriate techniques to produce a plan of action. (3 Credits).

AU010 - Integral management of design and product

The management of design is the right path to travel for the company intending to create their product. This subject introduces us then, specifically to the management of design, or innovation and product management.

It should be noted that we will consider that design only exists if there is an innovative contribution, for which the word design and innovation will be worked at synonymously.

By working with concepts of innovation and to transit new scenarios from the same, the design management requires a very precise adjustment to reduce any risk. This setting is related to a certain extent with the work of adjustment, which should also be done in the product's management, because this being of tangible nature, must incorporate their management processes, among other things, the issue of the significance and perception of form. (2 Credits).

DD073 - Project Monitoring and Control

Surely the job of monitoring and control should be one that requires a greater commitment, and this is why the subject is presented with general topics like: learning the fundamentals of project control and their tools and methodologies, all the way to the particular, like carrying out the control of human and technical resources to ensure compliance with time, quality and cost. (2 Credits).

AU011 - Areas of Design. Contextual Conditions and User Requirements

The work of the designer is obtained as a result of a product with a given a percentage of innovation, which may be tangible or intangible, depending on the area for this design. For both cases, this product should respond to the "usability" needs of the user, to give an efficient response, but it must also meet certain requirements that have to do with the unconscious emotional enjoyment of the user.

These requirements are somewhat sensitive, conditioned by a social, cultural and market contexts that require a special analysis.

We should also never forget that the incorporation of an innovative product, can require changes of habit in its immediate context. (2 Credits).

DD075 - Trust Management: Risk and Quality

Confidence management focuses mainly on evaluating and learning the fundamentals of quality in projects and their tools and methodologies, learn how to plan, guarantee and control quality, and the risk. (2 Credits).

AU012 - Innovation as a tool for improvement and product value contribution

The concept of innovation is not only linked with the creativity associated with the product, but has now invaded all areas of business, as well as all the stages that comprises the product and the project's life cycle.

This is due to the fact that the marked trend since more than a decade ago, is moving away from calculated planning and is getting closer to the training focusing in creativity for the solution of problems, because of the short time given to finding a solution to conflict situations.

Innovation, then is not only a tangible contribution but is a tool for improvement, and amounts to the value of the intangible.

While the value can be quantified for measurement with economic parameters, it is an invisible component that is only found in the user's imagination.

A highly innovative product may lack any value and so will not find the success for which it was developed. (2 Credits).

AU013 - Product and environment

Based on the definition of a series of environmental concepts and basic socio-economics that are involved in the concept of sustainable development, it focuses on the relationship between product and

environment, considering the environment as an entire medium surrounding the product, and which in addition, the product will become a part of.

In this subject, innovation plays a leading role as it should consider the environment, and the future impact that will result from the product, as the first condition for creativity. (2 Credits).

DD077 - Project Communication

The issue involved in this subject deals with the "inward" and "outwards" communication of a project, toward the three levels of users, from the basic circuits of communication up to the more complex structures of strategic communication, where the image of the same compromises with the social ideal. (1 Credit).

AU014 - Theory of the object

This subject is intended to contribute to the conceptual aspect of understanding the configuration qualities of the object and its various levels of perception; understanding the object as a phenomenon of cultural creation.

Its objective is for the student to know and understand the qualities that distinguish a design object, which can be identified as factors or requirements through the study of the form and the conditions of perception of the object, as well as its value in use and functions. (1 Credit).

DD076 - Management without distances

This course helps us to understand the complex process, its tools, the possible methodologies and typologies of the off-shore management of a project; project management carried out at a distance. In order to understand this topic in depth we need to talk about concepts such as: cooperative and collaborative construction of knowledge and cooperative models of participation, supported by information technologies. (1 Credit).

DD059 - Public Presentation Techniques

This subject is currently an increasingly important role in the management of projects, as it creates skills for project and product promotion to obtain investors or at least engage the targeted market. To achieve this, it is necessary to know about communicational strategies and to define the characteristic elements of the project, which will shape the image of the same. (1 Credit).

TR026 - Business Administration and Management

This subject introduces the student to the concepts and techniques of administration and business management. It covers topics from organizational theories, until the new organizational forms in the new

economy, whether for service companies, technology companies, SMES and family businesses. (3 Credits).

DD014 - Strategic Planning and Management

This subject introduces us with the needed tools for strategic direction and mastery of the strategic planning process, such as the first basic steps for the project director, going through the necessary topics like the mission, vision and values, chain Value, SWOT analysis, the selection of strategies and the Balance Scorecard. (3 Credits).

AU015 - Innovation, Creativity, Productivity, and Competitiveness

At present there are two pairs of components that are essential at the time of developing a project which will result in a product, and they are, innovation and creativity, which operate synonymously to a high degree, and productivity and competitiveness, which although are not synonymous, are dependent of one another.

At the same time there is a strong link in both directions between the two pairs, as on the one hand, competitiveness will depend to a high percentage on the degree of the product's innovation, and on the other hand productivity can condition the creativity of the same.

In parallel to the relationship of said pairs, each of the 4 areas of work relates to the other three independently. (2 Credits).

AU016 - Product Design and Innovation Technology

The advancement in technologies is not indifferent to the specialized projects in products of an innovative basis.

And this does not only happen in management processes or the development of the project, but the impact of technology has been extended to the designer, the horizon established by the possibilities of production.

This subject will then deal with how much technology, from a qualitative and quantitative aspect, has impacted the areas of product and innovation.

The area of the technologies affirms that with a correct use of them, all innovative product can be realized, as we turn to verify this. (2 Credits).

DD068 - Knowledge Management and Organizational Learning

This subject presents the methodologies, tools and techniques associated with the management of knowledge and sets out in said way to achieve a sustainable strategy of organizational learning from the maturity models of knowledge management. (2 Credits).

AU017 - Profit and strategic design

A design becomes profitable with the simple incorporation not only of its concept, but redirecting it to the practice, since the design should give solutions to situations of conflict and then meet "good tastes".

In other words, there is nothing to gain by making a product "beautiful" from the aesthetic point of view, if it is not functional. If functionality is achieved, then it will be profitable, and if this was pre-established then it will also be strategic.

This subject is precisely about this, to understand that the contribution of a design is to add social and even economic profitability, but if it is not understood as this then you will be wasting a high potential of the product innovation, which can even be potentially harmful.

We must not forget that when we speak of a product or object, we look at the perceptions that their own language (language of the product) entails and these must reach its destination and cause the pre-designed response. (3 Credits).

FP092 - Methodology of Scientific Research

This subject presents the stages of the research process and its techniques, with the purpose that the student relates with the scientific method and therefore facilitates any contributions within their field of work. (3 Credits).

TFC/Practicum

Although the Practicum program and the Final Project are collected separately, both are two differentiated phases of a same process that end with the presentation of a single work. In broad terms, the process consists in the student's selection of a specific study topic that is of his/her interest and drafts a monographic work. The part of the practicum will relate to the field of study, analysis and design. (10 credits).

3. DEPARTMENT OF INNOVATION, BUSINESS AND NEW TECHNOLOGIES

3.1. MASTER IN STRATEGIC MANAGEMENT WITH A SPECIALTY IN MANAGEMENT

TR026 - Business Administration and Management

This subject introduces the student to the concepts and techniques of administration and business management. It covers topics from organizational theories, until the new organizational forms in the new economy, whether for service companies, technology companies, SMES and family businesses. (3 Credits).

DD002 - Management and Cost Control

This subject is considered an introductory course for the area. Fundamental concepts of accounting are studied here, to then focus on the essential issues of management and cost controls.

The subject allows you to understand the role of information in organizations through the generation and analysis of budgets understood as the foundation of management processes and strategic planning. (2 Credits).

TR047 - Financial management

The subject highlights the most significant aspects that conceptually shape the financial direction of any company. (3 Credits).

DD004 - Marketing

This subject is directed toward understanding the operation of marketing and sales in a company, introducing the concepts and techniques of marketing and business management, and to understand the meaning, nature and scope of the marketing function. (3 Credits).

DD152 - Economy

It is a very necessary subject to understand the macro-economic factors that influence family enterprises and dominate aspects related to the economic theory such as consumption, inflation, demand and the GDP. (2 Credits).

DD118 - Basic Statistics

This course gives the student the knowledge of basic descriptive statistics, probability and statistical inference concepts, from an eminently practical point of view. (2 Credits).

DD120 - Financial Mathematics

This subject introduces the student to the phenomenon of financial assessment, especially through the assessment laws used in the practice. (1 Credit).

DD124 - Management accounting

The objective of this course is to provide the student with a sound knowledge of the internal accounts of a company that allows them to develop its application. It will begin by defining the content of management accounting and its interrelationship with financial accounting. We will discuss the problems related to the classification, location, and the allocation of costs that allow obtaining production costs. Subsequently, using the calculated cost as a base, it will be used to guide the rational decision-making in the company to enable the efficient utilization of productive resources. (2 Credits).

TR046 - Strategic management of human resources

This subject is aimed at designing the conceptual and methodological framework for recognizing the systemic and strategic approach of the current Human Resources Management (HRM). (2 Credits).

DD040 - Conflict Resolution and Negotiation Techniques

This subject contains information to help the student understand the theoretical and practical aspects related to the more usual conflict and solution strategies: negotiation, mediation and arbitration, among others. (2 Credits).

DD032 - Performance Evaluation and Management by Competencies

This course explains the need to resort to specific theoretical-methodological budgets to be inserted in the skill focus of the GRH practices, to resort to the training process as the only sustainable way to maintain and revitalize these skills and their development, and use the performance appraisal process as feedback for the revitalization and development of the aforementioned labor skills. (2 Credits).

TR024 - Management Techniques and Organizational Leadership

The overall objective of this subject is to know and to deepen knowledge in the styles of leadership and management, their relationship, differences, importance and theoretical approaches, as well as the competencies and skills necessary for their exercise. (2 Credits).

DD090 - Business Ethics and Corporate Social Responsibilities

This subject provides the main concepts for which the student masters the importance and validity of the Business Ethics and Corporate Social Responsibility, and recognizes it as an effective tool for achieving competitiveness. At the end of having studied the three chapters, the student should gain an in-depth

understanding of the concept of ethics and social responsibility, its validity and universal character, as well as the ethical standards and their relationship with business efficiency. They equally dominate the relationship between business ethics, values, competitiveness, efficiency, and effectiveness and will be able to establish the necessary paths and actions to ensure that the company (and/or the leader of the company) have an ethical and responsible behavior. (3 Credits).

DD041 - Management Techniques for Work Teams

This subject shows the theoretical and practical aspects of groups and teamwork, their features, techniques and tools for effective management. (2 Credits).

DD076 - Management without distances

This course introduces the student to the concepts and techniques of e-management to understand the meaning, nature and scope of the role of management and leadership without distances in projects and companies. (1 Credit).

DD026 - Virtual environments for collaborative work

This course teaches the concept and the technologies associated with collaborative work, from the management of organizational teams to team management at a distance mediated through virtual environments. (1 Credit).

DD042 - Time management and conducting meetings

This subject is fundamental in order to learn how to optimize meetings in work through good preparation and the development of the same. It also provides criteria and techniques for time management within the framework of the directive function. (2 Credits).

DD043 - Stress and burnout

Teaches you how to manage situations of stress and burnout within a business organization, giving the student the necessary theoretical and practical knowledge. (2 Credits).

DD044 - Public presentation techniques

Develops the participants' capacities to prepare and deliver professional presentations for the achievement of the desired impact in the auditorium. (1 Credit).

IP082 - Quality Management: ISO 9001

After an introduction to the connotations of the term "quality", the subject is in a general way, the process of certification based on ISO 9001, since the adoption of the commitment after the introduction on the part

of Management, up to being awarded the certificate. There is also a chapter devoted to quality certification in the software. (3 Credits).

DD133 - Occupational Risk Prevention: OHSAS 18001

Some basic concepts about the prevention of occupational hazards and the ultimate consequences of accidents and occupational diseases on the people and the economy of a company are introduced in this subject. In addition, it defines what is meant by system management and lays the basis for the implementation of a management system for the prevention of occupational hazards based on OHSAS 18001. (2 Credits).

MA098 - Business Environmental Management: ISO 14001

Describes the Environmental Management Systems (SGMA) as a tool that aims to organize and formalize the procedures that the company creates by considering the environmental aspects in all its activities. Likewise, the required steps for the implementation of this tool of environmental management are exposed in a didactic and clear, designed for the protection of the environment and the reduction of barriers to international trade. (3 Credits).

DD012 - Management and administration of operations

This course will deal with the activities included in the management of operations and logistics from the more strategic aspects linked to the long term decisions as the design and product definition (what do we offer?) and the design and analysis of the process (how do we get?), passing through medium and short-term tactical decisions and operational planning activities (how much, how and where do we offer it?), with the unquestionable support of logistic activities that make the plan viable.

In this sense, the logistics is studied as a way to provide a timely response to the requirements At the lowest possible cost. (2 Credits).

DD013 - Logistics

This subject will allow you to get to know and understand the concept of logistics operations within the organization to master the management of acquisition, movement, and storage of products, and inventory control, and the information associated with all of them. (2 Credits).

DD014 - Strategic planning and management

This course facilitates strategic thinking and provides training in the tools and mechanisms to facilitate management by accepting the contemporary management of change as something final within environments that are unstable and the variables surrounding organizations. (3 Credits).

TR038 - Project planning and management

This subject is operational in nature and seeks to provide the tools to develop an operational plan from a strategic plan. (3 Credits).

TI013 - Reengineering, strategy and management of systems and ICT

This course will include the organizational role of ICTS, from its strategic repositioning within organizational reengineering, until its strategic management as a business resource. (3 Credits).

TI017 - Integration of business management systems

The objective of this subject is to offer a wide and extensive vision of the concept and sense of management integration through information revising the integration from the organizational and technological aspects, and the essential concepts of integration based on ITCs such as ERP, SCM and CRM. (5 credits).

TI025 - e-Business and its Integration with Corporate Management Systems

This course gives an overview of the concept and notion of business integration through the information by reviewing integration from the organization and technological aspects, and the essential concepts of integration based on ICTs such as ERP, SCM and CRM. (3 Credits).

TI027 - Technical-business Structure of Telecommunications

The aim of this subject is to provide an ample and extensive overview of the concept and notion of business integration through the information by reviewing the integration from the organization and technological aspect, and the essential concepts of integration based on ICTs such as ERP, SCM and CRM. (5 Credits).

DD162 - Marketing strategy development

Considered one of the major parts of this area, this course focuses on obtaining a complete vision of the various marketing aspects from the perspective of the company's strategy. The subject generates the patterns needed to know how to concentrate organizational resources for greater opportunities and achieve a sustainable competitive advantage as well. (2 Credits).

TI030 - Network security and management

The subject prepares to use the proper tool, in every circumstance, to perform an optimum and safe management of networks. Within the correct operation, identifying the risks of information and the assurance of the system are of vital importance. (3 Credits).

TI011 - Society of Change and Information

This course will develop a vision that contextualizes the management of the cultural and technological change, providing the foundations and approaches for the transit to the Information and Knowledge Society and their organizational implications in business management. (3 Credits).

DD068 - Knowledge management and organizational learning

This subject presents the methodologies, tools and techniques associated with knowledge management and sets out a way to achieve a sustainable strategy of organizational learning from the maturity models of knowledge management. (2 Credits).

TI004/DD163 - International Marketing and Commerce

Gives a wide view of the main tools and knowledge to help face international projections along with the concepts and strategies of foreign markets, and so be able to actively participate in the business world at the international level. (4 Credits).

TI014 - Electronic marketing and commerce

This subject shows and deepens two essential issues which are very much interlinked: electronic commerce (shown from its conceptual foundations until the technological ones) and new forms of marketing (shown from its foundations up to the change produced by the ICTs and give rise to marketing in computing environment). The subject concludes with a methodology that proposes a marketing strategy within the space of electronic commerce. (4 Credits).

TI023 – Study and case resolution (I, II, III)

The objective is to present a complete document that shows a total development of a case. It can be theoretical or applied, but always following the related doctrines, theories and disciplines.

The case faces the student with the effective comprehension of the knowledge, and requires the student to solve a real world or simulated problem. This subject is imparted at the end of the last subject, because at this time the student will have the necessary resources to develop it quickly and methodically. (10 credits)

DD159 - Introduction to the new marketing

It discloses the theoretical and ideological foundations of marketing and the difference between the strategic and operational ideas, taking into account the new tasks that marketing plays in a market economy. (2 credits).

DD160 - Market Research

Highlights the importance of information and the treatment thereof, providing a practical overview of modern information systems and presenting decision making in the field of marketing and market research techniques. (2 credits).

DD161 - Consumer-Buyer Behavior

This subject helps understanding the nature and diversity of customer's needs (consumer and industrial levels), and motivational factors that play a role in the consumer's mind at the time to "respond" to a stimulus caused by marketing. (2 credits).

DD164 - Relational Marketing

This course appreciates the issues that support the marketing and strategies relating to the "external and internal world" of the company in order to maintain long-term relationships so as to establish the necessary points for the correct management of the group itself. (2 credits).

DD165 - Marketing Audits

It provides the student with the tools and techniques for conducting audits, emphasizing the role of the auditor and the basics in the auditing process. (1 credit).

DD166 - Product management and brand policies

It introduces the student to the realm of strategic decision making on the factors that make the product a key element of the supply market. (3 credits).

DD167 - Price management policies

This course focuses specifically on the design of strategies and programs as a variable cost of generating revenue. (3 credits).

DD168 - Distribution management policies

This subject studies the different strategic decisions that can be made in terms of logistic channels, in order to have the best distribution method. (3 credits).

DD169 - Communication management policies

This subject leads to understanding the point of view of the receiver as a basis for further strategic actions to spread the message, so as to inform about the handling of the management of publicity programs, sales promotion and public relations. (3 credits).

DD170 - Service Marketing

It offers a comprehensive overview of the marketing services, so that the student is updated on the issue and may consider different approaches, tools and instruments that could be useful in the marketing work. (2 credits).

DD171 - Control and marketing plan

It highlights the strategic importance of a marketing plan with a methodological proposal for structure. (2 credits).

DD153 - Financial Valuation for IAS

The International Accounting Standards bring with them the obligation to apply different standards of financial rating to carry out a good accountancy. Students will learn to properly apply these assessment rules in a practical way, using Excel as a tool. (2 credits).

DD122 - International Accounting Standards

The course introduces the student to the International Accounting Standards Board of the IASB, its philosophy and its main applications. (4.5 credits).

DD121 - International Taxation and Financing

This course is intended for students to learn how to determine the optimal type of tool for their financing needs and explain the tax issues affecting multinational companies. (1.5 credits).

DD123 - Financial Statements Analysis

In this subject, students will acquire sufficient knowledge so that, through the accounting information and methodology, they are able to make a diagnosis about the economic and financial situation of the company and its future projection. (2 credits).

DD128 - Administration and Planning of Audits

This course familiarizes the student with the usual concepts of auditing, introducing the generally accepted standards of auditing and a basic outline of the phases that compose it. The usual methods of audit planning and management, starting from the time that the client requests the order to the development of the audit program, are presented. Finally, the concept of internal control is presented, the evaluation of the same and the preparation of the memorandum for internal control. (1 credit).

DD154 - Internal Control

This course focuses the student to develop an overall audit plan, and to understand and write any document that is integrated in the working papers. Also, to determine the tasks depending on the execution time of the work. (2 credits).

DD155 - Documentation, testing and auditing risks

Any performance from the auditor should always be thoroughly documented; the set of records generated by an audit, and based on which the auditor will express their opinion on the report, popularly called "working papers." Students will learn how to document the work in each execution time of the audit. (2 credits).

DD130 - Auditing procedures by area

This course focuses on providing knowledge about how to conduct an audit work in different areas after the planned audit procedure. It gives the student the foundations to perform the audit work in different areas, as once the audit procedure is planned, the auditor divides his/her review of the annual accounts in different areas, to facilitate understanding and recording tasks. The auditor must know the accounting rules applicable to him/her in each area, to determine the work's objectives and discern the main points of internal control to be checked, so as to establish the necessary audit procedures. (5 credits).

DD131 - Auditing reports

The ultimate purpose of this course is the correct preparation of a report that highlights the accuracy or otherwise the data collected in the annual accounts. But before doing the report, it is important that the auditor be assured that the work has been carried out correctly: hence the importance of a good system of quality control. (1 credit).

DD119 - Statistical Sampling

This course provides students with the practical knowledge of the different sampling methods available for auditing professionals, as well as procedures for the selection and determination of sample sizes. (2 credits).

DD125 - Total quality costs

This course conveys the student a number of essential skills to institutionalize measurements on the quality levels and none quality in any company through quality cost systems that suit their needs. (2 credits).

DD126 - Budget and Public Accounting

This course seeks to provide students with updated knowledge and the basic tools of public economics which enable them to recognize and describe the basic economic mechanisms of the market and the way, in which through it, the decisions of economic agents are coordinated. (3 credits).

TR043 - Tourism Fundamentals

It is an introduction to tourism. Historical development of tourism. Tourism in the XXI century. The behavior and motivation of the tourist. The model of the travel and tourism industry from a business perspective. The aviation business. Maritime transport. The rail and road transportation. The hosting service. Tour operators. Travel agents. Auxiliary travel services.

Organizations and associations related to travel and tourism. The environmental and social impacts of tourism. (3 credits).

TR037 - IT in the tourism industry

This subject studies the transformation of society, where the emergence of the New Technologies of Information is analyzed. In this context, the characteristics of this revolution are analyzed, without forgetting the general framework in which the travel industry and tourism moves. For its development and presentation, the text has been supplemented with studies, reports, research papers, etc. (4 credits).

TR022 - Hotel Business Management

In this course the general lines of the hospitality industry, developments and trends in the tourism sector are plotted. These issues will be analyzed from a global perspective with local and international references. The role of the client and their influence on the decisions of the professionals in the last decade are also important. (4.5 credits).

TR023 - Food and Drinks Management

In this course different culinary offerings shall be classified or be organized in five large families. Examples of independent hotels and restaurants that host these offers and explain its operation will be provided. (4.5 credits).

TR027 - Cultural heritage and tourism

After discussing the concept of culture and identifying the different types of existing assets today, the economic, social and political impacts exerted on the rural and urban heritage are analyzed, not forgetting everything about the techniques of conservation and bibliographic and documentary restoration.
(3 credits).

TR008 - The territory as a tourist resource

In this course the characteristics of tourism under the geographical point of view is presented in a concise manner, from the theory of touristic space to development models, through real space tourism, indicators and natural, cultural and ethnic factors of tourism activity. (3 credits).

TR028 - Environmental Impacts on tourism activities

After defining a series of previous environmental concepts, this subject deals with the social and environmental impacts caused by tourism activities on the environment, through a series of sustainability indicators. Also, some basics about the different methods of economic assessment of damage to the environment and the methodology for conducting an environmental impact are provided. (3 credits).

TR030 - Rural tourism and sustainable development

It is known that increasing the influence of tourism in towns and rustic and natural interior areas, is a perfectly predictable phenomenon, either because the increased interest is generated as an "escape" to the increasing saturation of the coastal zone, or from the rural tourism and within a growing contingent of people. In this course the threats posed by the absence of a definition of the tourism function are analyzed, and development strategies of rural areas as a business opportunities in Europe and Latin America to stop these imbalances, economic costs and proposed guidelines to develop a business plan in the context of sustainable development, are also discussed. (3 credits).

TR031 - Alternative tourism and ecotourism

An overview of the new tourism environment is presented in this course, in what refers to the alternatives of conventional tourism: the creation of new tourism products, and the trends and characteristics of the new consumer. (3 credits).

TR036 - Strategy and tourism businesses on the Internet

This course is offered in order to present new concepts based on cases and compile, in a relatively comprehensive way, part of the vast and extensive experience in the use of Internet in the tourism market and on the digitization and virtualization of tourism enterprises with an approach to trade and e-business. (3 credits).

TR049 - Quantitative analysis of tourism

The interpretation of decisions under uncertainty and, in general, of the various sciences, depends largely on statistical methods.

Statistics help corroborate a hypothesis by providing mathematical support to the observations made. This course addresses the need to justify business decisions based on the information provided by data that, too often, is scarce. It is therefore a compendium of techniques for the collection and presentation of information, confidence intervals, hypothesis testing and prediction. (4 credits).

DD108 - Family Business Concepts and Characteristics

This subject presents the characteristics and the forms of family business organizations. It shows the coexistence of family values and business values and their impact on the company. It analyzes the mechanisms that generate harmony and potential sources of conflict in families. (2 credits).

DD109 - Succession and continuity in family business

This course addresses the need for a succession plan to ensure the continuity of family businesses, and understand not only the preparation of the successor but of the entire organization to this process. Among other issues it addresses are the Succession Plan, Continuity, Preparation of Successors, The time to initiate the succession, Analysis of succession options and The succession planning process. (2 credits).

DD110 - The Systematic Focus Applied to Conflict in Family Businesses

This subject addresses the psychological and emotional aspects within the family business that are natural causes of conflict within its members and influencing both family dynamics and everyday family business, specifically in decision-making. (2 credits).

DD111 - Professionalization of family business

It displays the issue of professionalism in family businesses and the professional insertion of processes in family firms. It also presents the fundaments so that external professionals are motivated within family businesses. (2 credits).

DD112 - Government Structures and Bodies

The objective of this course is that the student learns about the various bodies of government in family businesses: board of directors, shareholders, family assembly, family council, advisory board, etc. It also presents the characteristics, composition, power, skills and functions of each body. (2 credits).

DD113 - The Family Protocol

This subject presents the potential conflicts that may exist in family firms and studies the process of preparing the family protocol and their effects, as an instrument to promote agreements and covenants on property, family and business. (2 credits).

DD114 - Property Management in family businesses

This subject is a required course for the various forms of compensation that may be perceived by management shareholders and non-management shareholders, and to understand the process of stock valuation and profitability. It also teaches different types of property organization in family businesses. (1 credit).

DD115 - Key Factors for success in the family business

This subject analyzes issues and common characteristics that lead to successful centenarian family businesses, through the presentation of successful cases. (1 credit).

DD116 - Creation and internationalization of family businesses

Provides knowledge and the needed tools to define a competitive strategy and create a company that is positioned in the targeted market as appropriate. It analyzes those factors that influence the international positioning of a family business in order to have the ability to establish and conduct an international development plan adapting themselves to the different cultures and markets. (2 credits).

DD143 - Basic legal aspects of the family business

The subject provides an overview of the legal aspects that are essential when creating a family business. In order to give continuity to the business and avoid its extinction, the managers need to know and adjust the legal and tax aspects of their business, as established in each countries trade codes. (3 credits).

IP059 - Fundamentals in Labor Risk Prevention

It discloses some fundamental concepts about the prevention of occupational risks and the ultimate consequences of occupational accidents and diseases on individuals and business economics. (2 credits).

IP060 - Workplace Security

Some key facts about the importance of preventing accidents and promoting job security are provided. (4 credits).

IP003 - Workplace Hygiene

The student learns to identify, assess and control environmental factors that may affect the health of workers. (5 credits).

IP062 - Ergonomics

This subject studies the set of techniques that deal with adequacy, adjustment and the adaptation of the worker through the design and conception of jobs. (3 credits).

IP071 - Applied Social Psychology

The internal and external pressures caused by psychosocial factors, hazards or risk factors linked to the mental workload are studied. (2 credits).

IP078 - Background and Actual Situation of Integrated Management

Changing management philosophy is described with respect to what existed a few years ago, in order to do a review of the most important concepts seen before and that will be the basis to address the following chapters. In this sense, the subject is treated from a different point of view, understood as addressing the quality of product quality, labor quality and environmental quality. (3 credits).

IP9001 - Introduction and Fundaments of Integrated Management Systems

The fundamentals over the integration of management systems is provided: quality, environment and risk prevention, providing insights into the implications of organizational behavior with reference to integration, and in turn, the integration project on the human factor. (2 credits).

IP9002 - Advantages and Difficulties of the Integration of Systems, Grades, Modes and Integration System Models

The agents involved in the integration of systems, the scope and the advantages and disadvantages of the implementation are presented. It expounds on the Agents involved in system integrations. Elements of an integrated management system. Advantages and disadvantages of system integrations. Levels of integration. (3 credits).

IP9003 Integration of Management Systems based on Standards and Processes

The most important initiatives on integration, founded on a single standard, are discussed based on standard models and their matches, and finally, the formula most accepted today, which is the process management. (2 credits).

IP9004 - Implementation of the integrated management system

This subject develops a case study of integration processes systems for quality, environment and risk prevention, in a company of recycling used oil. (2 credits).

IP051 - Water Management: Basic Principles

The treatment of physical, chemical and biological water purification based on their characterization, and their most important uses for domestic, industrial and/or agricultural purposes are identified and their reusability under current legislation is studied. (5 credits).

IP052 - Basic waste management

The guidelines established by the legislation in the integrated management of solid waste, waste minimization, good industry practices and associated environmental issues are studied. (3 credits).

IP053 - Atmospheric Contamination Treatment

The prevention and control of atmospheric emissions from industrial and transport activities, in view of the fulfillment of the Kyoto Protocol are discussed. (5 credits).

IP054 - Treatment of contaminated soils

The characteristics of contaminated soil as a result of human activities are studied, and preventive and corrective measures for their recovery as well. (4 credits).

IP002 - Workplace Security

The subject delves into those aspects that require a planned action of prevention, including the information and training of workers, leading to a better understanding of both the real extent of risks arising from work as to how to prevent and avoid them. The safety of specific sectors, such as the handling of gases and pressure vessels, machine safety principles, soldering techniques, laboratory work, electrical hazards, and hazardous waste management, among other operations are exposed. This course meets the new demands, providing criteria, rigor and, above all, common sense, when it comes to transposing the policy on health and safety organization. (7 credits).

IP076 - Workplace Hygiene

This course allows you to know and understand, first, the theoretical, conceptual and historical foundations involved in the management of prevention and, secondly its organizational, social and technological implementation. The goal is for students to gain a global view of the activities planned in prevention that every company should follow in order to have a better knowledge of both the real extent of the risks of occupational diseases and the form to prevent and avoid them. This course is structured as a coherent pedagogical order. Each is divided into basic thematic units or chapters, which the contents should be studied to satisfactorily answer the various assessment activities. (7 credits).

IP073 - Ergonomics and applied psychology

Ergonomics and Applied Psychology helps to train competent professionals to carry out planned actions of prevention, with respect to working conditions that can affect the health of people who occupy a certain position.

This course allows you to know and understand, firstly, the theoretical, conceptual and historical foundations involved in the management of prevention and, secondly its organizational, social and technological implementation. The goal is for students to gain a global view of the activities planned in prevention that every company should follow in order to have a better knowledge of the real extent of the risks arising from the work environment and its influence on people. This is done to achieve comfortable working conditions that do not physically, mentally, and socially harm the worker and which allow the development of the individual through their work. (7 credits).

IP064 - Training and communication

In this subject there are techniques created over the risks arising from the use of work equipment, prevention and protection, information brochures and through participation and consultation. (1 credit).

IP004 - Occupational health

Occupational health is studied as a preventive tool that attempts to humanize the work, adapting the work to the man and avoid how many risks there are at work that may damage the health of workers. (2 credits).

DD1004 - Health Economics

This course covers the macroeconomic factors that influence health. It displays aspects of economic theory, such as consumption, health expenditure, health supply and demand and relevant aspects of finance. (5 credits).

DD1007 - Health Planning

This course seeks to understand and assume with responsibility, changes in the environment, and continuously improve the quality of processes and management systems, for it is essential that the group fully understand that the overall program strategy is to define and achieve the laid out goals. This subject will include the appropriate use of health indicators for the analysis of the situation of the organization and then perform the appropriate health planning. (4 credits).

DD1008 - Health Services Management

This subject seeks to know and understand the different trends and approaches to the healthcare management environment, giving the students the tools needed to conduct an effective process in control.

In addition, students will be trained to implement or evaluate an integrated management control within their organization's health system. (3 credits).

DD1009 - Health Marketing

This subject seeks to learn and recognize the health service as a company, since from it, greater efficiency and effectiveness will be achieved in the results. It is necessary to know and understand the characteristics of the production of health services and know how to establish criteria to measure hospital products. It is necessary that the professional that performs management within a healthcare organization is clear about what marketing tools may be useful for achieving the objectives. (3 credits).

DD1010 - Assistance quality and patient security

This subject seeks to know and understand the most important concepts and components of quality and safety in healthcare organizations; be clear about the importance of the professional's daily work within health care for the purpose of providing health services to the best possible standards. This course provides them with the necessary and relevant information to understand the responsibility of the system to provide services which inevitably entails risks. (4 credits).

DD1012 - Health Systems

This course seeks to study the policies and different models governing sanitary health systems worldwide. The student will understand the importance of these systems and the number of people needed to run and respond to the needs of the population. Students also learn how to make the diagnosis of a health system; learn to recognize its components, particularly with regard to primary care, which is a cornerstone for the effective solution of the population's health problems. (4 credits).

DD1013 - Clinical Epidemiology

This course seeks to introduce students to evidence-based medicine; this means that decisions are taken based on the health situation to help prioritize the daily work of health facilities. Students will learn the basics of epidemiology, its uses and different methods and research designs that will allow decision making based on the current reality of the population it serves. (5 credits).

DD1014 - Biostatistics

This course seeks to give students the necessary tools for the collection, analysis and interpretation of data, which will enable the student to understand and carry out scientific research valid for a given population. It will help the realization of their thesis project and future research in which they wish to participate. It will also permit appropriate decision making in the managerial position that they assume in their health establishment. (5 credits).

DD022 - Organizational Structure and Change

This subject shows the process of transformation that has a place in actual orientations, and analyses future tendencies that should be confronted. (2 Credits).

DD024 - Organizational Culture and Climate

The subject analyzes the most relevant concepts and theoretical approaches representative of organizational culture and its climate, their relationship, the types and methods of study, as well as how to face and solve dysfunctions. (2 credits).

DD030 - Position Analysis, Description and Value

Analyze the advantages and disadvantages that can involve a description, analysis and job evaluation in the organization, following the most common methodologies and managing the process from start to finish. (2 credits).

DD031 - Recruitment, selection and promotion

This course shows the selection processes in the business and social environment, and more effective methods and tools for designing and programming its processing stages, observing the ratios and indicators commonly used in modern business. (2 credits).

DD034 - Training and career plans

It trains students in developing a training policy that allows the development of their organization's human potential and achieve strategic business objectives while meeting the requirements of current quality certifications and to develop tools and procedures to strengthen the organization's talent. (2 credits).

DD033 - Compensations and incentives

This course shows the student how to use compensation as a management tool integrated in HR policies and the strategies of the company. (2 credits).

DD036 - Human Resources audit

It gives the student tools and techniques for conducting audits, emphasizing the role of the auditor and the basics in audit processes. (1 credit).

DD039 - Interpersonal communication technique

This course identifies the elements involved in a communication process, lists these elements and describes the roles of the different people that are a part of the communication process in a workspace. (1 credit).

DD045 - Emotional intelligence

Aims to understand that within human nature, not only does rational intelligence play a dominant role within the individual's and business's success, but certain emotions, both primary and secondary key competencies are developed for the understanding of humans between themselves and the way they react to different situations within business environments. (1 credit).

DD046 - Personal marketing

This course demonstrates the necessity of personal marketing in today's world. (1 credit).

DD047 - Intellectual capital

This course is aimed at demonstrating that the human factor, as a creator and disseminator of knowledge, is becoming one of the main sources of competitive advantages for organizations. (1 credit).

DD048 - Quality as a Management Tool for Human Resources

It explores the importance of quality as an essential tool in HR managing. (1 credit).

DD049 - Neurolinguistic Programming (NLP)

It introduces the student to an attractive, practical and highly topical subject. It also shows the patterns of human behavior by which some individuals and professionals in particular get the maximum development of excellence, while others, seemingly doing the same, do not. (1 credit).

DD091/DD092 - Conflict Theory

This subject introduces the basic theoretical underpinnings of the discipline of conflict resolution. From the outset, the student acquires a different conception of the conflict and its escalation and de-escalation dynamics, and develops their abilities to analyze conflicts in-depth prior to any intervention. It also delves into the psychological aspects of conflict and negotiation-mediation. The student will acquire knowledge of the theories and psychological mechanisms that act behind the negotiation- mediation processes-. We also show the model of game theory on conflict and negotiation-mediation. (5 credits).

DD093/DD094 - Emotions, communication and conflict

In this subject, the biological foundations of emotion, emotional self-awareness, emotional self-control, self-motivation, recognition of others' emotions and interpersonal relationships is studied, as well as the use of emotional intelligence in organizations. The student must acquire a broad understanding of the processes of conflict and negotiation in the context of organizational theory. Also, one must learn some of the skills and necessary knowledge to manage conflict while maintaining communication in the organizational context as in other environments. (4 credits).

DD138 - Conflict Resolution/Transformation Principles and Processes

In this course, the student will learn to distinguish between the processes in conflict resolution and other processes to resolve conflicts, but that cannot be understood as our own discipline (arbitration). In addition, the student will meet and practice solving processes/conflict transformation that is used in large and small groups. They will learn to work with conflicts when multiple parties are involved, associated or not, so as to drive decision-making processes in groups. They will work with such diverse processes as mediation in large groups, facilitating and appreciative dialogue. (5 credits).

DD097/DD098 - Mediation

It aims to clarify the concept of mediation and the role of the mediator from a perspective that allows them to be differentiated from other methods. It also presents the mediation intervention from a technical perspective that gives coherence to a practice based on a model and an acting method. (4 credits).

DD099 - National and international legislation on mediation and other conflict resolution procedures

The subject discloses the so-called Alternatives to Dispute Resolution (ADR or MARC) and the regulatory framework in which they are being implemented in America and Europe, with particular emphasis on mediation. (3 credits).

DD100 - Conflict Resolution/transformation in schools

It provides the necessary knowledge and skills to intervene in the process of improving coexistence and conflict transformation in schools. (2 credits).

DD101 - Conflict Resolution/Transformation in the family

A description and processes analysis of conflict resolution and transformation within a family context that requires the intervention of third party opinions that facilitate dialogue, responsibility and decision-making among the key-players of each situation. The material presented is the result of professional experience in conflict intervention, related to the breakdown of the couple (separation/divorce, custody, relationships

with children, economic needs...) and to those conflicts of intergenerational cohabitation, placement or organizational conflicts when referring to the needs of any of the persons constituting the family (elderly, disabled, mental illness...). (2 credits).

DD102 - Resolution Transformation of Conflict in the Community

It helps to understand the conceptual framework of the Mediation Community and develops the skills, competencies and attitudes to practice mediation in this area. (2 credits).

DD103 - Conflict Resolution/transformation in the organization

It details the study of Conflict and Negotiation in organizational environments especially with regard to labor relations. (2 credits).

DD104 - Conflict Resolution/Transformation in corrections

This course shows the Reconstructive and Restorative Justice as a transformative paradigm of the penal and penitentiary systems. It provides a theoretical and practical view from the area compared to the various tools of Restorative Justice: mediation, conferences, circles, etc. The most important experiences of Restorative Justice in the European Union, the USA, Canada and Latin America are analyzed. (2 credits).

DD105 - Conflict Resolution/Transformation in the Health Field

The purpose of this course is for students to consolidate a conceptual and practical formation that enables them to act as mediators in health institutions conflicts. (1 credit).

DD106 - International Conflict Resolution/Transformation

This subject fills the students with the knowledge and necessary skills to analyze and, if necessary, intervene in the processes of resolution and transformation of conflict and post-conflict management in the international arena. (2 credits).

DD107 - Online Dispute Resolution (ODR)

The exponential growth of the Internet and the integration of these new communication technologies in so many recreational activities such as trade and professional, will cause -and in some countries it has caused- the ODR to be a process by which a lot of people around the world solve their disputes. The objective of the course is to familiarize students with this new philosophy and practice solving processes/conflict transformation online. (1 credit).

FP092 - Methodology of Scientific Research

This subject presents the stages of the research process and its techniques, with the purpose that the student be a rapprochement with the scientific method and provide him with generate contributions within their field of work. (3 Credits).

TFC

Broadly speaking, the process consists in the student selecting a topic of study that especially interests them, and proceeding to perform a monographic work. (10 Credits).

3.2. MASTER IN STRATEGIC MANAGEMENT WITH A SPECIALTY IN INFORMATION TECHNOLOGY

TR026 - Business Administration and Management

This subject introduces the student to the concepts and techniques of administration and business management. It covers topics from organizational theories, until the new organizational forms in the new economy, whether for service companies, technology companies, SMES and family businesses.
(3 Credits).

DD002 - Management and Cost Control

This subject is considered an introductory course for the area. Fundamental concepts of accounting are studied here, to then focus on the essential issues of management and cost controls.

The subject allows you to understand the role of information in organizations through the generation and analysis of budgets understood as the foundation of management processes and strategic planning.
(2 Credits).

TR047 - Financial management

The subject highlights the most significant aspects that conceptually shape the financial direction of any company. (3 Credits).

DD004 - Marketing

This subject is directed toward understanding the operation of marketing and sales in a company, introducing the concepts and techniques of marketing and business management, and to understand the meaning, nature and scope of the marketing function. (3 Credits).

DD152 - Economy

It is a very necessary subject to understand the macro-economic factors that influence family enterprises and dominate aspects related to the economic theory such as consumption, inflation, demand and the GDP. (2 Credits).

DD118 - Basic Statistics

This course gives the student the knowledge of basic descriptive statistics, probability and statistical inference concepts, from an eminently practical point of view. (2 Credits).

DD120 - Financial Mathematics

This subject introduces the student to the phenomenon of financial assessment, especially through the assessment laws used in the practice. (1 Credit).

DD124 - Management accounting

The objective of this course is to provide the student with a sound knowledge of the internal accounts of a company that allows them to develop its application. It will begin by defining the content of management accounting and its interrelationship with financial accounting. We will discuss the problems related to the classification, location, and the allocation of costs that allow obtaining production costs. Subsequently, using the calculated cost as a base, it will be used to guide the rational decision-making in the company to enable the efficient utilization of productive resources. (2 Credits).

TR046 - Strategic management of human resources

This subject is aimed at designing the conceptual and methodological framework for recognizing the systemic and strategic approach of the current Human Resources Management (HRM). (2 Credits).

DD040 - Conflict Resolution and Negotiation Techniques

This subject contains information to help the student understand the theoretical and practical aspects related to the more usual conflict and solution strategies: negotiation, mediation and arbitration, among others. (2 Credits).

DD032 - Performance Evaluation and Management by Competencies

This course explains the need to resort to specific theoretical-methodological budgets to be inserted in the skill focus of the GRH practices, to resort to the training process as the only sustainable way to maintain and revitalize these skills and their development, and use the performance appraisal process as feedback for the revitalization and development of the aforementioned labor skills. (2 Credits).

TR024 - Management Techniques and Organizational Leadership

The overall objective of this subject is to know and to deepen knowledge in the styles of leadership and management, their relationship, differences, importance and theoretical approaches, as well as the competencies and skills necessary for their exercise. (2 Credits).

DD090 - Business Ethics and Corporate Social Responsibilities

This subject provides the main concepts for which the student masters the importance and validity of the Business Ethics and Corporate Social Responsibility, and recognizes it as an effective tool for achieving competitiveness. At the end of having studied the three chapters, the student should gain an in-depth understanding of the concept of ethics and social responsibility, its validity and universal character, as well as the ethical standards and their relationship with business efficiency. They equally dominate the relationship between business ethics, values, competitiveness, efficiency, and effectiveness and will be able to establish the necessary paths and actions to ensure that the company (and/or the leader of the company) have an ethical and responsible behavior. (3 Credits).

DD041 - Management Techniques for Work Teams

This subject shows the theoretical and practical aspects of groups and teamwork, their features, techniques and tools for effective management. (2 Credits).

DD076 - Management without distances

This course introduces the student to the concepts and techniques of e-management to understand the meaning, nature and scope of the role of management and leadership without distances in projects and companies. (1 Credit).

DD026 - Virtual environments for collaborative work

This course teaches the concept and the technologies associated with collaborative work, from the management of organizational teams to team management at a distance mediated through virtual environments. (1 Credit).

DD042 - Time management and conducting meetings

This subject is fundamental in order to learn how to optimize meetings in work through good preparation and the development of the same. It also provides criteria and techniques for time management within the framework of the directive function. (2 Credits).

DD043 - Stress and burnout

Teaches you how to manage situations of stress and burnout within a business organization, giving the student the necessary theoretical and practical knowledge. (2 Credits).

DD044 - Public presentation techniques

Develops the participants' capacities to prepare and deliver professional presentations for the achievement of the desired impact in the auditorium. (1 Credit).

IP082 - Quality Management: ISO 9001

After an introduction to the connotations of the term "quality", the subject is in a general way, the process of certification based on ISO 9001, since the adoption of the commitment after the introduction on the part of Management, up to being awarded the certificate. There is also a chapter devoted to quality certification in the software. (3 Credits).

DD133 - Occupational Risk Prevention: OHSAS 18001

Some basic concepts about the prevention of occupational hazards and the ultimate consequences of accidents and occupational diseases on the people and the economy of a company are introduced in this subject. In addition, it defines what is meant by system management and lays the basis for the implementation of a management system for the prevention of occupational hazards based on OHSAS 18001. (2 Credits).

MA098 - Business Environmental Management: ISO 14001

Describes the Environmental Management Systems (SGMA) as a tool that aims to organize and formalize the procedures that the company creates by considering the environmental aspects in all its activities. Likewise, the required steps for the implementation of this tool of environmental management are exposed in a didactic and clear, designed for the protection of the environment and the reduction of barriers to international trade. (3 Credits).

DD012 - Management and administration of operations

This course will deal with the activities included in the management of operations and logistics from the more strategic aspects linked to the long term decisions as the design and product definition (what do we offer?) and the design and analysis of the process (how do we get?), passing through medium and short-term tactical decisions and operational planning activities (how much, how and where do we offer it?), with the unquestionable support of logistic activities that make the plan viable.

In this sense, the logistics is studied as a way to provide a timely response to the requirements At the lowest possible cost. (2 Credits).

DD013 - Logistics

This subject will allow you to get to know and understand the concept of logistics operations within the organization to master the management of acquisition, movement, and storage of products, and inventory control, and the information associated with all of them. (2 Credits).

DD014 - Strategic planning and management

This course facilitates strategic thinking and provides training in the tools and mechanisms to facilitate management by accepting the contemporary management of change as something final within environments that are unstable and the variables surrounding organizations. (3 Credits).

TR038 - Project planning and management

This subject is operational in nature and seeks to provide the tools to develop an operational plan from a strategic plan. (3 Credits).

TI013 - Reengineering, strategy and management of systems and ICT

This course will include the organizational role of ICTS, from its strategic repositioning within organizational reengineering, until its strategic management as a business resource. (3 Credits).

TI017 - Integration of business management systems

The objective of this subject is to offer a wide and extensive vision of the concept and sense of management integration through information revising the integration from the organizational and technological aspects, and the essential concepts of integration based on ITCs such as ERP, SCM and CRM. (5 credits).

TI025 - e-Business and its Integration with Corporate Management Systems

This course gives an overview of the concept and notion of business integration through the information by reviewing integration from the organization and technological aspects, and the essential concepts of integration based on ICTs such as ERP, SCM and CRM. (3 Credits).

TI027 - Technical-business Structure of Telecommunications

The aim of this subject is to provide an ample and extensive overview of the concept and notion of business integration through the information by reviewing the integration from the organization and

technological aspect, and the essential concepts of integration based on ICTs such as ERP, SCM and CRM. (5 Credits).

DD162 - Marketing strategy development

Considered one of the major parts of this area, this course focuses on obtaining a complete vision of the various marketing aspects from the perspective of the company's strategy. The subject generates the patterns needed to know how to concentrate organizational resources for greater opportunities and achieve a sustainable competitive advantage as well. (2 Credits).

TI030 - Network security and management

The subject prepares to use the proper tool, in every circumstance, to perform an optimum and safe management of networks. Within the correct operation, identifying the risks of information and the assurance of the system are of vital importance. (3 Credits).

TI011 - Society of Change and Information

This course will develop a vision that contextualizes the management of the cultural and technological change, providing the foundations and approaches for the transit to the Information and Knowledge Society and their organizational implications in business management. (3 Credits).

DD068 - Knowledge management and organizational learning

This subject presents the methodologies, tools and techniques associated with knowledge management and sets out a way to achieve a sustainable strategy of organizational learning from the maturity models of knowledge management. (2 Credits).

TI004/DD163 - International Marketing and Commerce

Gives a wide view of the main tools and knowledge to help face international projections along with the concepts and strategies of foreign markets, and so be able to actively participate in the business world at the international level. (4 Credits).

TI014 - Electronic marketing and commerce

This subject shows and deepens two essential issues which are very much interlinked: electronic commerce (shown from its conceptual foundations until the technological ones) and new forms of marketing (shown from its foundations up to the change produced by the ICTs and give rise to marketing in computing environment). The subject concludes with a methodology that proposes a marketing strategy within the space of electronic commerce. (4 Credits).

TI023 – Study and case resolution (I, II, III)

The objective is to present a complete document that shows a total development of a case. It can be theoretical or applied, but always following the related doctrines, theories and disciplines. The case faces the student with the effective comprehension of the knowledge, and requires the student to solve a real world or simulated problem. This subject is imparted at the end of the last subject, because at this time the student will have the necessary resources to develop it quickly and methodically. (10 credits).

TI015 - Electronic Security and Legislation

This course shows the complexity of the nature of the risks incurred to the general and comprehensive utilization of information technology, both from a technological perspective and the possible legal liability arising from the illegal or abusive use of them. (4 credits).

TI016 - Business Intelligence

This course allows knowing the field of Business Intelligence in their technical and business aspects and then finish with a review of the impact on the management of information and documentary content. (4 credits).

TI018 - Innovation, Culture and Work Management in the Communication Society

This course reviews the changes that society has undergone in some cultural aspects especially in relation to work. (2 credits).

TI043 - Management and Administration of IT Projects ICT

This course presents the best management practices for e-business technology projects from a paradigm that combines the business acumen with technological vision, and based on one side, the PMBOK as a source of good management practices and, on the other hand, software engineering, as a source of best practices related to ICT projects. (4 credits).

TI034 - Languages and programming paradigms

This subject shows an overview of programming languages, as well as the particular philosophy of building these tools that enable the world to move by means of computers. In this exhibition space of languages and programming paradigms, the programming models that define languages and paradigms gain strength. Also, the course can deepen the theoretical issues of functional programming, with the use of Scheme, a programming language that can be used for the implementation of several programming models which allows the conceptualization of this programming paradigm. (2 credits).

TI035 - Architectures, networks and distributive systems

This course reviews the basic concepts of computer networks and distributed systems in a descriptive manner, based on the architecture of the current Internet and its relationship to high performance distributed system architecture, and introduces the important issues related to the availability, security, reliability and integrity of information within and between networks. (3 credits).

TI036 - Web technology and engineering

The course reviews all the concepts, features, and components related to the Web, both from the point of view of Web technologies and from the Web Engineering that seeks to produce reliable systems and applications, ubiquitous and high quality techniques. (3 credits).

TI037 - Integral Design and Analysis of Systems and Requirements

The course presents a comprehensive view of the study of organizational systems from all dimensions of analysis and design: first from the systems to the requirements and, on the other hand, from the organizational perspective to the level of detail of the data. (3 credits).

TI038 - Data Model and Database Design

The course introduces the concepts and database modeling mechanism. It also affects the relational model as a modeling tool based on the ERD (Entity Relationship Diagram) model and the use of types and subtypes as basic units of information. Storing information with data normalization is optimized to avoid redundancy. (3 credits).

TI040 - Database Management and Information Resources

The course takes an overview of the concepts and solutions that an Administrator of Information Technology must know for proper information management in their organization as part of a software engineering project. (3 credits).

TI041 - Business Process Software

The course introduces the concept and notion of software processes understood as an organizational tool and a sign of organizational maturity of IT units in order to interpret the process as a software enterprise business unit. The software process is presented linked to the traditional paradigms of software widely used in the planning of software projects and also presents concepts associated with software projects. Finally, the software process is related to the structure of a project office as an instance of organizational knowledge in management activities associated with software in an organization; concepts and essential characteristics of a software process. (3 credits).

FP092 - Methodology of Scientific Research

This subject presents the stages of the research process and its techniques, with the purpose that the student be a rapprochement with the scientific method and provide him with generate contributions within their field of work. (3 Credits).

TFC

Broadly speaking, the process consists in the student selecting a topic of study thate specially interests them, and proceeding to perform a monographic work. (10 Credits).

3.3. MASTER IN STRATEGIC MANAGEMENT WITH A SPECIALTY IN TELECOMMUNICATIONS

TR026 - Business Administration and Management

This subject introduces the student to the concepts and techniques of administration and business management. It covers topics from organizational theories, until the new organizational forms in the new economy, whether for service companies, technology companies, SMES and family businesses.
(3 Credits).

DD002 - Management and Cost Control

This subject is considered an introductory course for the area. Fundamental concepts of accounting are studied here, to then focus on the essential issues of management and cost controls.

The subject allows you to understand the role of information in organizations through the generation and analysis of budgets understood as the foundation of management processes and strategic planning.
(2 Credits).

TR047 - Financial Management

The subject highlights the most significant aspects that conceptually shape the financial direction of any company. (3 Credits).

DD004 - Marketing

This subject is directed toward understanding the operation of marketing and sales in a company, introducing the concepts and techniques of marketing and business management, and to understand the meaning, nature and scope of the marketing function. (3 Credits).

DD152 - Economy

It is a very necessary subject to understand the macro-economic factors that influence family enterprises and dominate aspects related to the economic theory such as consumption, inflation, demand and the GDP. (2 Credits).

DD118 - Basic Statistics

This course gives the student the knowledge of basic descriptive statistics, probability and statistical inference concepts, from an eminently practical point of view. (2 Credits).

DD120 - Financial Mathematics

This subject introduces the student to the phenomenon of financial assessment, especially through the assessment laws used in the practice. (1 Credit).

DD124 - Management accounting

The objective of this course is to provide the student with a sound knowledge of the internal accounts of a company that allows them to develop its application. It will begin by defining the content of management accounting and its interrelationship with financial accounting. We will discuss the problems related to the classification, location, and the allocation of costs that allow obtaining production costs. Subsequently, using the calculated cost as a base, it will be used to guide the rational decision-making in the company to enable the efficient utilization of productive resources. (2 Credits).

TR046 - Strategic management of human resources

This subject is aimed at designing the conceptual and methodological framework for recognizing the systemic and strategic approach of the current Human Resources Management (HRM). (2 Credits).

DD040 - Conflict Resolution and Negotiation Techniques

This subject contains information to help the student understand the theoretical and practical aspects related to the more usual conflict and solution strategies: negotiation, mediation and arbitration, among others. (2 Credits).

DD032 - Performance Evaluation and Management by Competencies

This course explains the need to resort to specific theoretical-methodological budgets to be inserted in the skill focus of the GRH practices, to resort to the training process as the only sustainable way to maintain and revitalize these skills and their development, and use the performance appraisal process as feedback for the revitalization and development of the aforementioned labor skills. (2 Credits).

TR024 - Management Techniques and Organizational Leadership

The overall objective of this subject is to know and to deepen knowledge in the styles of leadership and management, their relationship, differences, importance and theoretical approaches, as well as the competencies and skills necessary for their exercise. (2 Credits).

DD090 - Business Ethics and Corporate Social Responsibilities

This subject provides the main concepts for which the student masters the importance and validity of the Business Ethics and Corporate Social Responsibility, and recognizes it as an effective tool for achieving competitiveness. At the end of having studied the three chapters, the student should gain an in-depth understanding of the concept of ethics and social responsibility, its validity and universal character, as well as the ethical standards and their relationship with business efficiency. They equally dominate the relationship between business ethics, values, competitiveness, efficiency, and effectiveness and will be able to establish the necessary paths and actions to ensure that the company (and/or the leader of the company) have an ethical and responsible behavior. (3 Credits).

DD041 - Management Techniques for Work Teams

This subject shows the theoretical and practical aspects of groups and teamwork, their features, techniques and tools for effective management. (2 Credits).

DD076 - Management without distances

This course introduces the student to the concepts and techniques of e-management to understand the meaning, nature and scope of the role of management and leadership without distances in projects and companies. (1 Credit).

DD026 - Virtual environments for collaborative work

This course teaches the concept and the technologies associated with collaborative work, from the management of organizational teams to team management at a distance mediated through virtual environments. (1 Credit).

DD042 - Time management and conducting meetings

This subject is fundamental in order to learn how to optimize meetings in work through good preparation and the development of the same. It also provides criteria and techniques for time management within the framework of the directive function. (2 Credits).

DD043 - Stress and burnout

Teaches you how to manage situations of stress and burnout within a business organization, giving the student the necessary theoretical and practical knowledge. (2 Credits).

DD044 - Public presentation techniques

Develops the participants' capacities to prepare and deliver professional presentations for the achievement of the desired impact in the auditorium. (1 Credit).

IP082 - Quality Management: ISO 9001

After an introduction to the connotations of the term "quality", the subject is in a general way, the process of certification based on ISO 9001, since the adoption of the commitment after the introduction on the part of Management, up to being awarded the certificate. There is also a chapter devoted to quality certification in the software. (3 Credits).

DD133 - Occupational Risk Prevention: OHSAS 18001

Some basic concepts about the prevention of occupational hazards and the ultimate consequences of accidents and occupational diseases on the people and the economy of a company are introduced in this subject. In addition, it defines what is meant by system management and lays the basis for the implementation of a management system for the prevention of occupational hazards based on OHSAS 18001. (2 Credits).

MA098 - Business Environmental Management: ISO 14001

Describes the Environmental Management Systems (SGMA) as a tool that aims to organize and formalize the procedures that the company creates by considering the environmental aspects in all its activities. Likewise, the required steps for the implementation of this tool of environmental management are exposed in a didactic and clear, designed for the protection of the environment and the reduction of barriers to international trade. (3 Credits).

DD012 - Management and administration of operations

This course will deal with the activities included in the management of operations and logistics from the more strategic aspects linked to the long term decisions as the design and product definition (what do we offer?) and the design and analysis of the process (how do we get?), passing through medium and short-term tactical decisions and operational planning activities (how much, how and where do we offer it?), with the unquestionable support of logistic activities that make the plan viable.

In this sense, the logistics is studied as a way to provide a timely response to the requirements At the lowest possible cost. (2 Credits).

DD013 - Logistics

This subject will allow you to get to know and understand the concept of logistics operations within the organization to master the management of acquisition, movement, and storage of products, and inventory control, and the information associated with all of them. (2 Credits).

DD014 - Strategic planning and management

This course facilitates strategic thinking and provides training in the tools and mechanisms to facilitate management by accepting the contemporary management of change as something final within environments that are unstable and the variables surrounding organizations. (3 Credits).

TR038 - Project planning and management

This subject is operational in nature and seeks to provide the tools to develop an operational plan from a strategic plan. (3 Credits).

TI013 - Reengineering, strategy and management of systems and ICT

This course will include the organizational role of ICTS, from its strategic repositioning within organizational reengineering, until its strategic management as a business resource. (3 Credits).

TI017 - Integration of business management systems

The objective of this subject is to offer a wide and extensive vision of the concept and sense of management integration through information revising the integration from the organizational and technological aspects, and the essential concepts of integration based on ITCs such as ERP, SCM and CRM. (5 credits).

TI025 - e-Business and its Integration with Corporate Management Systems

This course gives an overview of the concept and notion of business integration through the information by reviewing integration from the organization and technological aspects, and the essential concepts of integration based on ICTs such as ERP, SCM and CRM. (3 Credits).

TI027 - Technical-business Structure of Telecommunications

The aim of this subject is to provide an ample and extensive overview of the concept and notion of business integration through the information by reviewing the integration from the organization and

technological aspect, and the essential concepts of integration based on ICTs such as ERP, SCM and CRM. (5 Credits).

DD162 -Marketing strategy development

Considered one of the major parts of this area, this course focuses on obtaining a complete vision of the various marketing aspects from the perspective of the company's strategy. The subject generates the patterns needed to know how to concentrate organizational resources for greater opportunities and achieve a sustainable competitive advantage as well. (2 Credits).

TI030 - Network security and management

The subject prepares to use the proper tool, in every circumstance, to perform an optimum and safe management of networks. Within the correct operation, identifying the risks of information and the assurance of the system are of vital importance. (3 Credits).

TI011 - Society of Change and Information

This course will develop a vision that contextualizes the management of the cultural and technological change, providing the foundations and approaches for the transit to the Information and Knowledge Society and their organizational implications in business management. (3 Credits).

DD068 - Knowledge management and organizational learning

This subject presents the methodologies, tools and techniques associated with knowledge management and sets out a way to achieve a sustainable strategy of organizational learning from the maturity models of knowledge management. (2 Credits).

TI004/DD163 - International Marketing and Commerce

Gives a wide view of the main tools and knowledge to help face international projections along with the concepts and strategies of foreign markets, and so be able to actively participate in the business world at the international level. (4 Credits).

TI014 - Electronic marketing and commerce

This subject shows and deepens two essential issues which are very much interlinked: electronic commerce (shown from its conceptual foundations until the technological ones) and new forms of marketing (shown from its foundations up to the change produced by the ICTs and give rise to marketing in computing environment). The subject concludes with a methodology that proposes a marketing strategy within the space of electronic commerce. (4 Credits).

TI026 - Telecommunications marketing

The course prepares the student for a critical view of the evolution undergone by the telecommunications market and the changes in which we are immersed. Current strategic decisions will mark the evolution of the sector in the medium to long term with a profound imprint. (3 credits).

TI027 -Technical-Business Structure of Telecommunications

The course prepares the student to know the agents that make up the value chain of telecommunication and their interrelationships. It also shows different business models to maximize profits in their respective market segments. (3 credits).

TI028 - Telecommunication Networks

The course trains students to understand the various current and future technological possibilities in areas related to infrastructure for the transmission of information through telecommunication networks. (3 credits).

TI029 - Telecommunications services

The course prepares students to acquire the basic concepts of telecommunications services, focusing its analysis on the possibilities of business development. (2 credits).

TI031 - Telecommunications Marketing Regulations

The course trains students to understand the importance of regulation in telecommunications as one of the basic determinant pillars of progression of the Information Society. (2 credits).

TI016 - Business intelligence

The course prepares the student to know the field of Business Intelligence in their technical and business aspects and then end with a review of the impact on the management of information and documentary contents. (4 credits).

TI020 –Management of e-Business Projects

This subject presents good practices of technological projects management for e-business from a paradigm that unites the business vision with the technological vision, and taking as a base the PMBOK in one hand as a source of good management practices, and in the other hand, the engineering of software, as a source of good practices linked to TIC projects. (4 credits).

FP092 - Methodology of Scientific Research

This subject presents the stages of the research process and its techniques, with the purpose that the student be a rapprochement with the scientific method and provide him with generate contributions within their field of work. (3 Credits).

TFC

Broadly speaking, the process consists in the student selecting a topic of study that especially interests them, and proceeding to perform a monographic work. (10 Credits).

4. DEPARTMENT OF ENVIRONMENT AND SUSTAINABILITY

4.1. MASTER IN ENVIRONMENTAL MANAGEMENT AND AUDITS

MA001 - Introduction to sustainable development

After an introductory chapter in which the definition of a series of basic environmental and social concepts involved in the concept of sustainable development is provided, it delves into the history and environmental problems caused by the environmental impacts of human activities. Also, policies and strategies for the future of the EU and Latin America and the Caribbean in relation to the environment are provided. (2 credits).

MA002 - Ecology

It is essential to understand the processes that govern the ecosystems in order to assess the impact of any polluting activity on the natural environment. In this sense, the course focuses on the study of the origin and mechanisms of the interactions of living organisms with each other and between themselves and the world. To do this the different ecological levels are differentiated: organisms, populations, communities and ecosystems. (1 credit).

MA003 - Water treatment

A description of the major water uses (domestic, industrial and agricultural) influencing the adoption of a set of best practices and the scope for reusing, analyzing and the possibilities of strategies by physical, chemical and biological mediums. It also includes a chapter on advanced purification treatments, which often constitute the only possible treatment when it comes to removing a specific contaminant. (4 credits).

MA004 - Waste management

The integrated management of solid waste is introduced from the strategy of minimization, reuse, recycling and energy recovery methods established by the European Union, involving the different types of existing waste: Municipal Solid Waste (MSW), Industrial Waste and Rural Waste. There is also review of the main guidelines established by legislation to classify and characterize a particular type of given waste. (4 credits).

MA005 - Atmospheric contamination

The chemical composition and structure of the atmosphere is studied, as well as the origin and determinants of pollution. Also, the impact on the chemistry of air pollutants, their dispersion in the atmosphere and the effects on the environment, are also studied. Finally, we explain in detail the procedures for sampling and analysis and corrective measurements, or the end of line used to comply with the current legislation on the particle or gaseous emissions to the atmosphere. (3 credits).

MA006 - Climatology and Environment

Experience shows that the type of weather condition in addition to the fauna and flora of an area also influences the processes that affect air pollutants. This topic teaches the student to distinguish the various factors that determine the climate, the weather elements to measure, how to classify climates worldwide and at the regional level and their relationship to contaminants. For this, a widely studied case is used: climate change and its effects on the environment. (1 credit).

MA007 - Noise pollution

Populations generate a series of noises associated with their activities (industries, automobiles, machines for domestic activities, etc.) which can become annoying to the ear, and even harmful to health. After completing this subject, students will learn the basic principles of acoustics and be able to prepare a noise impact study to quantify the damage to people and assess what corrective measures may be viable. (1 credit).

MA008 - Natural Resources

Thanks to their immense intellectual development and adaptability, humans have spread across the globe and the population has increased dramatically. Both circumstances have meant that humans are changing the natural environment incredibly quickly and drastically. This topic gives an overview of the current status and importance of the figures of protecting natural resources, whether renewable or not. (3 credits).

MA009 - Soil Contamination

From a very technical view, the study of the most common soil properties is performed, describing its main constituents, and distinguishing those of organic and inorganic nature. Also, a review of the degradation and soil contamination is performed, showing some of the soil remediation techniques. (3 credits).

MA010 - Business Environmental Management

They are provided in a very visual way and with a wealth of graphics, with guidelines for implementing an environmental management system in any company, according to the European International Standard ISO 14001 or EMS, including a case study that applies said knowledge on a metal fabrication company. (4 credits).

MA011 - Environmental Audits

This topic studies the common terms and concepts used when referring to the Environmental Audits (EMS). After learning this instrument of analysis of environmental management, its objectives and scope as well as the different types of audits are described. Phases are also studied to perform an EMS and a manual audit is provided, which is a very useful tool to handle a lot of information, so that students are able to generate their own tabs and specifically adapt to each case. (2 credits).

MA012 - Evaluation of Environmental Impact

A number of definitions needed to relate and quantify, within the current legislation, different impacts which may have an activity on the environment, the different classifications of impacts based on several criteria and according to the characteristic ratios are provided, the most common methods that allow the study of possible environmental changes and finally, references for the administrative procedures to follow for an environmental impact statement. (3 credits).

MA013 - Economy and the environment

After studying the concepts on which neoclassical economics and ecological economics are based on, a review of externalities or external effects caused by economic agents as well as the theoretical and the tools used to internalize the externalities. Finally, the direct and indirect methods of economic assessment for the environment are described. (1 credit).

MA014 - Environmental Law

The emergence of environmental problems in the social environment and the scientific world has meant different legal aspects reoriented towards environmental aspects. This course takes an overview of the origins of said law and guiding principles, both European and Latin America. (1 credit).

MA316 - Dynamic Soil

It is an introduction to basic concepts of geological oceanography that explains both the birth of the oceans as the geological structure thereof. This requires a review of the characteristics that describe the geology of the seabed and major theories of global tectonics and continental drifts. (2 credits).

MA317 - Coastline and marine erosion

After studying all the types of coasts that comprise a coastline, the erosion and sedimentary processes that occur in them is shown. Thus, it seeks to highlight the function of coasts as dynamic physical systems, through the surf, as they are shaped in different coastal forms. (2 credits).

MA318 - Marine sediments and glacial influence on the sea

Description of the different types of marine sediments and sedimentary rocks derived from them. In addition, the subject includes a comprehensive review of the characteristics of sea ice, and the main formations which make them up. (2 credits).

MA019 — Installations and waste water filter treatment I

A description of the main uses of water (domestic, industrial and agricultural) influencing the adoption of a set of good practices and the possibilities of reuse, analysis and strategies of depuration by physical, chemical and biological means. Equally, a chapter has been added, dedicated to the advanced depuration treatments that occasionally constitute the only possible treatment when a specific contaminant wants to be eliminated. (7 credits).

MA092- Fundamentals of environmental engineering

In this course an overview is studied about the environmental problems that characterize today's society, and the role of environmental engineering as protective of the environment, which should be based on normative, sociological and economic aspects in order to meet its mission. Also, an introduction to pollution is made from the chemical point of view and the tools of environmental management are studied as a preliminary step for the sustainability of the processes. (7 credits).

MA108 - Fishery exploitation

Introduction to the main characteristics of a fishing activity. It describes the different fishing resources, systems of fishing, fishing boats and activities related to the fisheries sector. (2 credits).

MA109 - Marine cultures

Study of the main characteristics of aquaculture production. It reviews the criteria needed to choose a type of crop compared to another, shows the different types of crops, studies the different phases of a comprehensive cultivation and describes the technical characteristics of cropping systems. (2 credits).

MA110 - Marine navigation transportation

This subject reviews the history of navigation and the vicissitudes of current navigation, recapping the evolution of naval technology. It will also study the various techniques of immersion used today. (2 credits).

MA111 - Energy and mineral resources

Through this subject the student will learn about both the nature of the mineral resources present in the seabed, as well as the issues relating to its removal. In addition, it also presents the various energy possibilities currently offered by the marine environment. (2 credits).

MA102 - Basic marine ecology

Introduction to biological oceanography. Explains the basic concepts of marine ecology, which will serve as a basis for the subsequent subjects of a fundamentally biological nature. (1 credit).

MA103 - Marine organisms

Gives a comprehensive description of the groups of organisms that inhabit the oceans and seas around the world. The plankton, nekton and benthos organisms are all examined for this objective, and the critical strategies of each of these groups of organisms are demonstrated. (2 credits).

MA104 - Marine communities

Explanation of the ecological relations existing between the various groups of organisms according to the marine habitats where they live. It will review the benthic coastal communities, subtidal communities, tropical coastal communities, the communities that live in the sand, the communities of estuaries and marshes and, finally, the communities that inhabit the ocean depths. (3 credits).

MA105 - Sea water

Review of the physical-chemical characteristics that make it possible to classify the different water masses of seas and oceans of the world. This is an introductory course to chemical oceanography through which the student may assimilate the parameters that are usually measured in any oceanographic research. (2 credits).

MA106 - Water circulation

The aim of this subject is to introduce the student to the fundamentals that drive physical oceanography. This explains the origin of the forces involved in currents and other oceanographic and atmospheric phenomena such as waves, and El Niño. It will also review the major ocean currents, the energy balance of the seas and the hydrological cycle. (2 credits).

MA107 - Sea water chemistry

This subject aims, on the one hand, for the student to know the processes that control the dissolution of gases in oceans and, on the other hand, to learn the major cycles of nutrients present in sea water and its close relationship with the various marine organisms. (2 credits).

MA249 - Analysis of product lifecycle and carbon footprint

The analysis of the Life Cycle and particularly calculating the carbon footprint, is studied as a comparative tool for the environmental benefits of a product, from raw material to its use as a waste.

Definition of LCA. Methodology of LCA. Analysis of impacts: Eco-points. Example: Application of LCA to packaging. Projects on packaging design and products that support waste minimization. Implementation strategies in the business sector of environmental improvements in packaging. The European Ecolabel, Certification. The standard BS PAS 2050:2008. Calculation of Carbon Footprint: associated with raw materials, suppliers and related to production. (3 credits).

MA015 - Integrated Water Management Introduction

After evidencing the importance of water on Earth and in the natural ecosystems, a detailed description is done of the consumptive use and the availability of water supply for domestic, agriculture and industrial purposes. (2 credits).

MA016 - The water cycle

In this subject, the natural balance of water in the planet is covered, detailing the different types of continental and marine waters involved in this process. (2 credits).

MA017 - Water management

Domestic and industrial (textile, skin cure, paper, chemical, etc.) water management is analyzed, delving in the sanitary systems and depuration of waters, and establishing saving measures and ecological criteria in the policies to be adopted. (3 credits).

MA018 -Water analysis and characterization

The analysis and specification of physical-chemical and biological properties are fundamental to understanding the quality and final destination of the waters once they are purified. In effect, through these technics, we can study the environmental impact of water discharged in the aquatic environment, if we comply with the current legislation or if the concentration of nutrients is adequate. (3 credits).

MA021 - Water and environmental education

Methodological and teaching tools are presented to carry out environmental education regarding the integral management of water at the school level, as well as to the adult population. (0 credits).

MA209 - Facilities and water treatment

An exhaustive description is done of the sequence of treatments that water suffers since its entrance to the treatment plant until it's depurated, depending on the equivalent population, the typology of the receptor channel, and according to the criteria established by the legislation inforce. The treatment of sludge generated in the process of subsequent application or its elimination to a controlled tank is also detailed. (10 credits).

MA081 - Urban Solid Waste

Production of urban solid waste. Characterization of urban solid waste. Integral management of urban solid waste. Future tendencies in the management of urban solid waste. (7 credits).

MA082 - Industrial Waste

Characterization of industrial waste. Classification of industrial waste. Alternatives for the management of industrial waste. Recycling of industrial waste. Container and container residues. Tendencies in the management of industrial waste. (6 credits).

MA083 - Rural Waste

Agricultural waste. Livestock waste: purine and material and energy valuation. (3 credits).

MA084 - Sanitary waste

In this subject we must emphasize the importance of a good management of sanitary waste for public health and the environment, exposing as a particular case the management of laboratory waste. (4 credits).

MA085 -Environmental education and USW

Tools of promotion and participation. Public campaigns of awareness. Environmental education for adults and the school. Environmental guide to reduce MSW in a municipality; the problem of waste and practical advice to reduce waste. (0 credits).

MA057 - Introduction to renewable energy

A chronological review of the use of energy is done, defining the main forms of energy that exist and the natural renewable and non-renewable energy resources. In the same way, the main environmental impacts associated to the use of energy and the policies and energy programs, the current energy scope and the future perspectives are profoundly analyzed. (3 credits).

MA059 -Solar thermal energy

After studying the main parameters characteristic of the Sun and the basic notions of astronomy and solar positioning, we go in depth in the different systems of use: active and passive. In the other hand, the necessary equipment and requirements to perform and facilities of ACS, acclimatization of pools and radiant soil, are presented in an educational and simple way (3 credits).

MA060 - Photovoltaic solar energy

Studies the fundaments of photovoltaic conversion and the different components that comprise an installation of this type. Equally, examples are provided of the design, maintenance, assembling, costs and operation of a photovoltaic facility in a permanent or weekend house. (3 credits).

MA061 - Hydraulic energy

After a brief exposition of the historical evolution of the use of water, we describe in a high technical scope and with application examples of the civil work involved, the criteria of the design of the water turbine, the costs and maintenance, etc. On the other hand, the environmental impact associated with the construction of a reservoir is profoundly detailed, as well as the current situation and future perspective of this type of energy. (3 credits).

MA062 - Wind energy

The design and calculation of the wind potential of a wind turbine is presented in a theory-practical way, describing the best location, costs and more adequate types of turbines in the implementation of a wind park. The environmental alternations produced, and the current situation and future perspective of this renewable energy source are also detailed. (3 credits).

MA063 - Geothermal energy

The main geothermic superficial expressions are described, as well as the types of deposit sites, pointing out the different domestic and agriculture applications. Equally, a description of the associated environmental impact is done, and of current and future geothermic energy. (1 credit).

MA064 - Biomass energy

A description is done of the different applications of the biomass, with energy or material purposes, providing in the first case the transformation processes of biomass in energy with a multitude of installation examples. We likewise make reference to the environmental vectors affected in its energy use and the future possibilities of development. (2 credits).

MA065 - Sea energy

The physical principals that rule the tides, the energy of the waves and the oceanic thermal energy, pointing out in each of them its potential, economic viability, environmental impact and future perspective. (2 credits).

MA073 - Natural areas in the context of societies

As an introduction, we chronologically review the relationship of man and nature, influencing in the socioeconomic factors that impact the management of the natural media. Regarding this, the main conservation entities are identified, as well as the agreements, the treaties and the policies currently employed in nature protection. (2 credits).

MA074 - Biodiversity

Biodiversity is a necessary tool for natural space management: therefore, biodiversity must be explained, and its importance in a natural system, the existent tools to quantify it and, finally know how to interpret the changes produced. (3 credits).

MA075 - Natural spaces: Typology and processes

The use and interest in establishing a classification of the natural spaces is undeniable because it supposes the knowledge of great similarities in Earth over small differences. This way, we establish the criteria to identify the coincident aspects among these natural areas that allow its classification. The ecological processes of nature that have been revealed as essential for the preservation of the biological diversity and the conservation of natural spaces, are also profoundly covered. (3 credits).

MA076 - Uses of natural spaces

We intend to demonstrate the uses and activities carried out by humanity in natural spaces, introducing concepts regarding the use of land and the exploitation of ecosystems. Analogically, an exhaustive review is done of the different models of land use and the main motors of change through humanity's history. (3 credits).

MA077 - The conservation of species and natural areas

The conservation of nature is a process of maintaining natural resources that involve biological, economic, political, social and anthropological factors. Based on these aspects, the different strategies of conservation adopted nationally and internationally are characterized, and the priorities that a global strategy must have to achieve maximum efficiency. (3 credits).

MA078 - The management of natural spaces

The basic principles of good management of conservation are broadly explained in this section, as well as the sustainable management methods of a natural area. Therefore, it is necessary to explain the profile that the manager must have and their role in making decisions and in the resolution of conflicts. It also exposes the need and methodology of monitoring the natural space. (4 credits).

MA079 - Ecologic restoration and lanscaping

In this section the necessary knowledge is acquired in a practical and simple way, to draw conclusion towards the sustainable restoration of a perturbed environment. Regarding this, the criteria will be established that will be applied in the selection of the final use of the zone to be restored, the selections of the restoration method and the restoration material and finally the design of the phases of the restorative process, without forgetting the landscaping criteria. (2 credits).

MA080 - Case study of management and conservation of natural spaces

Collection of current practical examples regarding the planning of management and conservation of the natural space, with the incorporation of the ecological restoration concepts in the event that an environmental alteration is produced by the localization of a facility or the performance of an activity in the area. (0 credits).

MA087 - Evolution of the environment and sustainable development

The philosophical foundations of environmental thinking is introduced as a departure point to relate the environment with development and sustainability. Equally, it provides a series of principles that guide the education and environmental management action. (2 credits).

MA088 - Historical evolution of environmental education

A review of the main milestones that have marked the evolution of the concept of environmental education for sixty years until now, influencing the doctrinal aspect of its proposals and difficulties. Key aspects are also covered, as culture and values from a social change perspective. (2 credits).

MA194 -Basic general concepts of environmental Education

A test of some theory, methodological, pedagogical, curricular and educational practice of environmental character, as well as the diverse orders that prevent the development of this practice. (2 credits).

MA195 -Formal education in environmental education

Its purpose is that the team of professors in schools, through the analysis of their real pedagogical practice and explicit and implicit budgets that underlie the teaching action, identify the favorable and unfavorable elements for Environmental Education. (3 credits).

MA090 - Environmental management and sustainable development

We make reference to the role of education in environmental management, especially related to urban and rural scopes, with the actions of land ordinance, and particularly with the municipal social-environment. 2 credits).

MA091 - Risk management and environmental education

We cover how development, in its predominant conception, has turned our species into a plague, and to understand the disasters as expressions of the disability of human communities to interact harmoniously with the dynamic of nature; and simultaneously, as expressions of the efforts of the immunological system or auto regulation system of the biosphere, to get rid of said plague. (2 credits).

MA243 - Management of water pollutants

Provides an introduction to the treatments that have a place in the physical-chemical and biological depuration of urban and industrial waters. It includes a practical example of dimensioning and calculation of a system of depuration of urban and industrial waters for an average size population. It also introduces the tools to evaluate, control and manage the quality of continental and regional waters. (4 credits).

MA136 - Technology in marine aquiculture: toward a sustainable aquiculture

We cover the common environmental aspects of any aquiculture facility, analyzing the planning tools of the region and the current state of the technology that influences this sector. This way, the student will be able to identify the environmental aspects regarding aquiculture and to propose current corrective measures to minimize the impact of this activity. (3 credits).

MA140 - Fishery management

In the study of this subject, the student will acquire a general vision of fisheries and will know the different factors that intervene in them, from the exploitation of the resource to the first sale in the market. The student will also learn to evaluate the state of a fishery, as well as how to establish the best corrective measures for the conservation of the resource from a biological and economic point of view. (3 credits).

MA139 - Management of natural marine protected areas

Establishes the natural, socio-economic and legislative criteria needed to perform a correct management of natural marine spaces with some protective features. The necessary knowledge for the design and the establishment of the localization of natural marine areas that must be protected are also detailed. (3 credits).

MA137 -Biological pollution management

The composition of the different plagues of species called "anti-economic" from a biological and social-economic point of view and the current follow up and control systems are shown. Besides, it presents the methodology of analysis of the biological quality of coastal waters. (4 credits).

MA098 - Business environmental management ISO 14001

The guidelines to implement an environmental management system in any type of company are provided in a very visual and graphical way, based on the ISO 14001 international standards or the European EMAS, including a case study of application to a company that manufactures metal parts. (7 credits).

MA028 - Potentially contaminated marine ecosystems

The study of how marine ecosystems function is the foundation to evaluate the impacts that the biotic media of the ocean suffers. Following this premise, topics of great ecological interests are covered, from the classification of the organisms that live in our region, to the relationships between them. The natural parameters involved in the distribution of the organisms in our coasts are also identified. (2 credits).

MA029 - Environmental factors that affect pollutants

In the heart of the ocean are a series of dynamic systems that condition the presence and concentration of anthropic contaminants. We must perform an approximation to these systems to understand their real impact. In essence, the physical processes that rule the circulation and diffusion of contaminants and the chemical reactions that take place in the media are outlined. (2 credits).

MA030 - Pollutant agents

Mentions the polluting agents that alter the natural balance of the marine media. The main sources are particularly identified, the chemical forms in which it can appear, the main physical and biological processes that it suffers, its effects over organisms and marine communities, and the corrective measures that are applied, if they exist. The content covers the following topics: heavy metal, hydrocarbon, organochloride compounds, radioactivity, thermic contamination, exotic species and water waste. (2 credits).

MA031 - Toxicology

This section intends to respond the following questions: What happens when a contaminant comes in contact with an organism? How can we evaluate if a shore environment is contaminated by a specific polluting agent? To respond to these and other questions, a detailed description is done of the toxicological test that must be performed, the types of possible intoxications and the factors that affect toxicity. (1 credit).

MA142 - Recovery of contaminated soils

A review of the usual contaminants that are present in the soil, and the process and interactions that occur in its interior. At the same time, the subject offers a profound review of the necessary tools to perform the characterization of edaphic contamination, as well as the recovery technologies employed in the decontamination of soils and its subsequent follow up and control. (7 credits).

MA208 - Mining and the environment

Covers the study of mining and its environmental repercussions from different points of view, assessing the impacts produced in all the phases of the activity under the current legislation. The rules to implement a Management System through the execution of a case study for a mining activity are also described. (13 credits).

MA245 - Agreements, negotiations and instruments for climatic change

This subject provides the general governmental proposals, as well as the international negotiations and the financial performance up to the date, to develop actions that allow the adaptation and mitigation of climatic change in collaboration with the private sector, besides the promotion of institutional capacities, citizen awareness and education and capacitation. (8 credits).

MA246 - Vulnerability and adaptation to climatic change

This part evidences that the problem of vulnerability and adaption to change not only depends on climatic conditions, but also in the social and economic conditions of the population, sector or region. It is

necessary to pose the possibility that the measures or adaptation strategies are incorporated to the policies of each sector and the program of biodiversity, combating the decertification and reduction of poverty. In other words, to join efforts carried out in this diversity of policies to optimize and make the efforts accomplished coherent. (9 credits).

MA248 Science and politics of climatic change

This part shows the interdependency between sciences and politics to face climatic change. Both concepts can be effectively insoluble and the government has the obligation of including standards and policies to develop actions that allow adaptation and mitigation, besides promoting institutional capacities, citizen awareness, education and capacitation. (7 credits).

MA282 - Climatic change mitigation

Sectorial mitigation of climatic change

Sector of residential, institutional and business buildings. Transportation sector. Industrial sector. Energy sector. Agricultural sector. Forest sector. Elimination of waste and residual waters.

Energetic resources

Global quantities, resources, potential and energy sources. Non-renewable energy sources. Sources of renewable energy.

Current and future world energy scope

Evolution of the use of energy and the population. The energy balance. World energyc scope. Use expectations of renewable energy.

Current contest of renewable energy

Main critics to renewable energy. Energy potential of renewable energy. Environmental impact of renewable energy. Policies of implementation of renewable energy. Wind energy. Thermic solar energy. Photovoltaic solar energy. Biomass energy. Mini-hydroelectric.

Other energy conversion processes of the organic fraction of waste.

Combustion/Incineration. Pyrolysis. Gasification. Anaerobic methanization or fermentation. Energy assessment of sewage sludge for WWTP. Degasification of controlled deposits.

Capture and storage of soil carbon

Capture of CO_2. Production and estimated costs. Transportation of CO_2. CO_2 Technology storage.

Secondary treatment of wastewaters

Aerobic and anaerobic treatments. Principles of biological depuration. Natural biological treatments. Facility treatments. Other biological treatment systems.

Bioclimatic architecture

Passive solar architecture. Construction criteria. (8 credits)

MA093 - Recovery engineering and solid residue treatment

Presents the hierarchy in the management of waste. First, we study the selective collection as a homogenization method of waste, so when it is transported to the separation plant, they can feed directly into the treatment line of the sub-product that they contain. The diverse procedures of valuation are also explained in detail, such as composting, methanisation, pyrolysis, etc., and the controlled deposits or dump yard. (13 credits).

MA039 - Industrial wastewater treatment

The characteristics of wastewaters are shown in detail, depending on the industrial activities generated (textile, paper, food, surface covering, among others) and the most adequate treatments for each particular case. In this sense, it is intended that the student learns to apply the best technology available for each type of water depending on its origin. (13 credits).

MA095 - Treatment of gaseous effluents

Describes the contaminants that can cause harmful effects to man and its environment, resulting mainly of employing combustible fossils in the generation of energy, calefaction systems and motor vehicles. The concepts of emission and immission of the contaminants are also enunciated, as well as the corrective measures enforced in industries, with the purpose that the admissible quality levels are not to be exceeded during the time that the facility is functioning in normal conditions. (7 credits).

MA143 - Energy assessment

In the context of an integral solution of waste assessment, energy recovery performs an important role. In this Program, the main processes of energy assessment to obtain electricity from waste, which in other conditions, would be deposited in a dump yard, are all detailed. The "alternative" or "renewable" main energy sources are described, and an exhaustive and easily understandable review is done with a multitude of example diagrams of the cogeneration system, as a process used and accepted for the combined production of power and heat. (7 credits).

MA097 - Recovery of contaminated soils

A review of the usual contaminants that are present in the soil, and the processes and interactions that occur in its interior. At the same time, a profound review of the necessary tools to perform the characterization of the edaphic contamination, as well as the recovery technologies employed in the decontamination of soils and its subsequent follow up and control, are also detailed. (7 credits).

FP092 - Methodology of Scientific Research

This subject presents the stages of the research process and its techniques, with the purpose that the student be a rapprochement with the scientific method and provide him with generate contributions within their field of work. (3 Credits).

TFC

Broadly speaking, the process consists in the student selecting a topic of study that especially interests them, and proceeding to perform a monographic work. (10 Credits).

5. DEPARTMENT OF HEALTH SCIENCE

5.1. MASTER IN PHYSICAL ACTIVITY: SPORTS TRAINING AND MANAGEMENT

SN039 - Structure and function of the human body

Studies the basics of human anatomy and physiology. (3 credits).

SN155 - Contextualization of physical activity and exercise in the framework of health

Studies the historical development of physical activity in relation to health and lifestyles. The study of the importance of physical activity in relation to various pathologies. (3 credits).

SN156 - Psychosocial aspects of physical activity for health

The study of the influence of psychological and social factors in the performance of physical activity. (4 credits).

SN157 - Control and prescription of physical activity

Studies the general principles of prescribing physical activity and its evolution. (3 credits).

SN158 - Physical activity for health with diverse diseases

The study of the relationship between physical activity and diseases of high prevalence. (4 credits).

SN159 - Physical activity in children and adolescents

Study of sports physiology in children and adolescents. (3 credits).

SN160 - Physical activity in seniors

Study on the importance of physical activity in older adults. (4 credits).

SN198 – Basic aspects of nutrition

Study of the basic biochemical of glucides, proteins, lipids, vitamins and minerals with an emphasis in the hydric balance. (Pre-requirement of SN217-Nutrition and sports) (0 Credits).

SN048 - Training Theory and practice

Basic aspects of the processes of training and adaptation to exercise endurance and speed. Incorporates the learning and technical-tactical development of the athlete. (4 credits).

SN049 - Sports Planning

Learn to develop workout plans, implementation and evaluation of the results. (4 credits).

SN050 - Sports Psychology

Studies the psychological factors present in the participation and athletic performance, exercise and other physical activity. (3 credits).

SN042 - Kinanthropometry

The study of the human body by anthropometric measurements and evaluations in order to understand the processes involved in growth, exercise, nutrition and athletic performance. (3 credits).

SN043 - Ergogenic aids

The study of the influence of fatigue in athletes and how it can be improved. (3 credits).

SN047 - Eating disorders in sports

The study of what they are, how they are diagnosed, dietary treatment to be applied, secondary complications, psychotherapeutic and psychopharmacological treatment. Knowing what the evolution, prognosis and prevention will be. (3 credits).

SN217 - Nutrition and sports

The study of sports physiology, the metabolism of different macronutrients, the importance of proper hydration, ergogenic aids, among others, which shall then be applied to making the meal preparations for each type of sport (aerobic or anaerobic). (3 credits).

DP004 - Management Techniques for Sports Teams

It covers general aspects of leadership and conscious and systematical influence on the group and an individual during a given activity. (2 credits).

SN228 - Study and case resolution for sports training

Find the mastery and application by students of concepts learned in the Masters. It does not have a predefined format as the students are expected to have freedom when choosing the theme and content.

The objective is to demonstrate that the student has the ability to take one (or more) i professional fields, subjects, the mastery or the space of knowledge at the Master' level. The case may be used as the basis for the Final Project to be completed later while its content shall be defined by mutual agreement between the tutor and student. (4 credits).

DP001 - Administration and management of sport entities

Study of the functions that a director of sport organizations must serve, and the legal basis governing the sport internationally. (3 credits).

DP002 - Strategic Management and Planning of Sport Organizations

Enables the understanding and implementation of strategic planning in organizations and sports entities focusing on their strengths and weaknesses to achieve the goals and objectives. (3 credits).

DP003 - Sport marketing. Applications

The study of tools for the collection, satisfaction of customer loyalty, profitability and positioning of a sports entity or organization, and understanding the meaning, nature and scope of the marketing function in sport. (3 credits).

DD1021 - Strategic management of human resources

The study of organizational behavior with emphasis on the behavior and motivation of people and their interaction with the environment. (2 credits).

DP004 - Management Techniques for Sports Teams

It covers general aspects of leadership and the conscious and systematical influence on the group and on an individual during a given activity. (2 credits).

DP006 - Techniques for management and leadership in sports

The study of techniques and behavioral process that influences the behavior of athletes to obtain satisfactory results. (2 credits).

DP007 - Information society and sport

Sociocultural analysis model that currently exists, characterized by sharing information, eliminating distance and time thanks to social media and technology. (3 credits).

SN048 - Training theory and practice

Input on the fundamental principles associated with performance improvement in the bodily quality of physical and sports activities. (4 credits).

SN229 - Study and Case Resolution for Sports Training

Find the mastery and application by students of concepts learned in the Masters. It does not have a predefined format as the students are expected to have freedom when choosing the theme and content.

The objective is to demonstrate that the student has the ability to take one (or more) professional fields, subjects, the mastery or the space of knowledge at the Master' level. The case may be used as the basis for the Final Project to be completed later while its content shall be defined by mutual agreement between the tutor and student. (4 credits).

FP092 - Methodology of Scientific Research

This subject presents the stages of the research process and its techniques, with the purpose that the student be a rapprochement with the scientific method and provide him with generate contributions within their field of work. (3 Credits).

TFC/Practicum

Although the Practicum program and the Final Project are collected separately, both are two differentiated phases of a same process that end with the presentation of a single work. In broad terms, the process consists in the student's selection of a specific study topic that is of his/her interest and drafts a monographic work. The part of the practicum will relate to the field of study, analysis and design. (10 credits).