

**INSTITUTIONAL CATALOG
UNIVERSIDAD INTERNACIONAL
IBEROAMERICANA (UNINI)**

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Dear student:

We are glad to welcome you to the catalog of the Universidad Internacional Iberoamericana (UNINI).

It is our desire that you learn the structure of the university, its mission, its academic offering and the team environment of professors and administrators that will accompany you throughout your formative process.

Virtual Campus

The Virtual Campus (VC), is an online platform that contains the tools for work and communication for students and constitutes the essential medium for the program's development. For this reason, it is conceived as a resource of required use for the student to move forward in their learning process and to establish communication with professors and colleagues.

Printed material – Study books

The programs count upon printed material that support your development. Even though the printed materials are in its majority the same as those found in the Virtual Campus, its objective is NOT to replace what has been published in the Virtual Campus. The printed material is simply a compliment that looks to facilitate the study method of each student.

Tutorials

As you progress in your studies, you will see that there is a professor available for each subject within your virtual classroom, who you must address when you need help in that specific subject. In case you have any questions on how the course functions, you must contact the Program Director.

Departments of attention to the student

The PANAL is the communication channel between the student and UNINI. The following tools are found within it:

Profile: Refers to the student's personal and contact information

- **Registrar Department (Academic Secretary).** The questions/requests should be sent here, relative to the following:
 - Processing of certificates and titles.
 - Requesting a withdrawal (postponement of studies) and reincorporation.
 - Requesting an extension (extending the academic time).
 - Incidents in the delivery of printed material (books).
- **Admissions Department.** The questions/requests should be sent here, relative to the following:
 - Requesting information about new programs, discussions or conferences.
- **Technical Support Department.** The questions/requests should be sent here, relative to the following:
 - Error accessing the virtual environment.
 - Suggestions in respects to the campus and the PANAL.
- **Accounting Department.** The questions/requests should be sent here, relative to the following:
 - Changes or modifications in the financial information (Information on Credit or Debit cards, Bank Account Number).
 - Requesting invoices/receipts.

We are confident that you will find our offering attractive and that you will participate in this enriching university experience for your personal and professional life.

Cordially,



Jesús Arzamendi
President

CONTACT INFORMATION

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

Administrative Hours: Monday through Friday, 8:00am – 5:00pm

Student Technical Support through the Virtual Campus 24-7

<http://www.unini.org>

INSTITUTIONAL CATALOG

UNIVERSIDAD INTERNACIONAL IBEROAMERICANA (UNINI)

JUNE 2015 - JUNE 2016

ABOUT US

The **Universidad Internacional Iberoamericana (UNINI)** is an institution of superior postgraduate education which goals and guidance guarantees equal study opportunities for everyone with a continuous enrichment of study programs through two actions:

- improving and adapting study methodologies by program types and the competences to be acquired, and
- with the continuous improvement of administrative management, academic systems and the virtual campus, which allows for a more optimum and stronger achievement of study resources from individuals and facilitates and optimizes the learning process, reaching people worldwide with the same service level without any social, cultural, economic or technologic distinction.

UNINI promotes a model in which students are at the center of learning, with a clear adaptation of the theoretical study with applied methodologies to unify theory with practice. In methodological terms, mechanisms are used to take advantage of new information technologies to enrich learning and contribute to the investigation of distance education. This emerges from a commitment to quality.

Today, all of this allows UNINI to offer support and an academic, administrative and technological management that facilitates the access to a distance study in all of its components:

- financial help according to each person's needs,
- technological infrastructure that permits access to educative systems from any part of the planet,
- follow up, confidentiality and security for 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.

In terms of academic work, UNINI is characterized for its institutional commitment and for an academic experience in distance education.

- A focus on academic management to confront an instructional design that is subject to updating and continuous improvement.
- A student support system in the use of ICT for professional and personal growth to face the emerging demands of globalization.
- Recognized methods for managing teaching resources and processes of improvement, and procedures related with 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 finish their studies.

In this respect, the Universidad Internacional Iberoamericana includes computer services that have guaranteed and guarantees a 24x7x365 online student services, including procedures, consolidated models of distance learning methods and university management that coincides with the operational basis of the University itself. In this way, the Universidad Internacional Iberoamericana in Puerto Rico is a means of vocational training and educational model for society in a serious, rigorous and already prepared manner, willing to work from the first day of operations.

UNINI IN SERVICE TO PUERTO RICO

The Universidad Internacional Iberoamericana provides Puerto Rico a means to:

- Procure the students' complete and desired training and prepare them as a global citizen in the use of, and through, Information, the Internet and Communication Technologies.
- 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 in culture, society and in Puerto Rican businesses, widening all relations of technology, social, and business transference that supports the development of the country.

Universidad Internacional Iberoamericana proposes:

- A student-centered learning model.
- Technologies toward the people's service and for the country's growth and development.
- Faculty, students, and personnel committed to learning.

The Universidad Internacional Iberoamericana proposes to facilitate in Puerto Rico the country's insertion into the Economy of Knowledge with a superior education that:

- Promotes growth and the economic and social development with people that are prepared for the new global economy as citizens of the world and for the world through centered education in the ITC's as a channel of education and with an instructional purpose.
- Support the creation of local richness and attract exterior capital through theoretical and applied research, development and collaborative projects, and the promotion of the country's human capital at international levels utilizing the space that promotes the ITC's.
- Handle and compensate the destabilizing effects of the economic restructuring and the processes of globalization, locally forming people that can be interested through the ITCs in the global economic processes.
- Develop and retain intellectual capital in relation to migration and international professional mobility bringing innovation and entrepreneurship initiatives into the country through the work of students and with an educational system and scholarships to increase the number of people without leaving or quitting their job or their family and being economically accessible.

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.

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.

ACKNOWLEDGMENT

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 digital media at the University and can be requested from the Dean of Administration and Finance.

FOUNDING PRINCIPLES OF THE UNIVERSIDAD INTERNACIONAL IBEROAMERICANA

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, through the application of 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 in tune with changes in the field of education and work.
- 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 workers needed in the service, intellectual, productive and sustainable development sectors of the country and allow the projection of people and of the country itself to the region and other countries which have created relationships through integrated processes of teaching, research, social interaction and cultural diffusion, making it possible to achieve programs, projects, actions and activities and any other act of entrepreneurship and/or innovation deemed appropriate under the statutes, rules and regulations of the University, country, international laws and good practices and responsible approach to the science, procedure and ethics.

Policy on maintaining the academic offer

The University ensures that all programs offered have resulted from studies of social needs and scientific and professional demand, motive for which the academic offer is relevant and adequate and it will remain as long as those needs and/or demand exist, which is expected to be not less than 5 years with the purpose of generating a number of graduates who can apply their knowledge.

This guarantees that there will always be interest on the students' part and that their academic advancement will be satisfactory.

The University will annually evaluate each program based on their level of quality and achieved professional success. On this basis, the University:

- Updates (if required) the content at least once per year;
- Updates (if required) the sequence of programming annually;
- Updates (if necessary) the curriculum and,
- Updates the methodologies discretionally according to the students' level of success.

No change will affect the students who are active when the change is adopted; the period of each student's academic life will always be maintained for two years.

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 people who serve the University, 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 information systems, educational and research, from accidental modifications or unauthorized and intentional misuse, destruction, or disclosure.

Also, it will strive to safeguard the integrity of their 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.

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 followed in order to receive this accommodation. If the reasonable accommodation application is received by the academic secretary, 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 selection of jobs, 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 1992.

Use and Divulgence of the Social Security Number

UNINI completely 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 amenability 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.

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 enabled 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.

Grievances or Claims Process

If the student has any grievances or claims, they must submit a formal complaint using the Grievances and Complaints Form provided in the institution's web page. The steps are as follows:

FIRST: A consultation, complaint, claim or suggestion is received from a student, through a visit to the office, an e-mail, a phone call or any other mean of communication.

SECOND: The Dean of Students Affairs evaluates the complaint in a period of no more than 10 business days.

THIRD: The Dean of Students Affairs investigates the situation and notifies the student of the decision that is made.

FOURTH: The measures to be taken and the required action are communicated to the receptor of the consultation, grievance, claim or suggestion.

FIFTH: The planned measures are executed based on the received consultation, grievance, claim or suggestion. The applicant and/or student is contacted that their concern has been resolved.

ADMISSION AND GRADUATION REQUIREMENTS

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

The University will have a web page for online admission, in addition to their offices.

Every admitted student will sign the Student Agreement.

Admission Requirements

Entrance Conditions

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 a distance learning program and not subject to on-site classes, a specific start date is not pre-established, so the student can formalize the application at any time, as long as there are spaces available (except the masters' programs organized around group work in which the convocations are in February, June and October of each year for the programs MDGDP - FPMELE - FPMTFL, in which case, registration is open all year, but is consolidated to make an entry and registration within the time indicated).

Documents to submit

In case of fulfilling the prerequisites, the candidate must request and hand in to the Admissions Department (or indicated according to the program):

- Electronic Enrollment Form.
- Photocopy of university diploma or certificate. It must be notarized or certified by a public institution or authorized by UNINI.
- One 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 letter of request stating their 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.
- 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:

- For documents coming from a foreign candidate, said documents will be evaluated by the University and possibly require verifications and/or relevant certification. If the documents are in a language other than Spanish, English, or Portuguese, translation will be required.

Process Review

The application process may require the review of the Departmental Coordination or the Dean of Students Affairs, who emit criteria to be considered for admission. These entities of the University may require or provide details of the applicant or university candidate.

For its part, the candidate can and should make requests to the Dean of Students Affairs through official means during the admissions process.

In this process, the Dean of Students Affairs will ask the Departmental Director to coordinate the Program of Study of interest to the candidate.

Program Admission and conclusion of the admission process

The candidate who meets the specified requirements for admission to a program will be admitted to the program. The Admissions Director will notify the candidate by digital and postal means.

Admission to a program does not guarantee admission to the University, which requires payment of tuition. It is the student's responsibility to provide a payment receipt of the Tuition Fee through bank deposit or credit card to the Admissions Director, who will notify the candidate by digital and postal means.

Once the tuition is paid, the student will be admitted to the University and complete the admission process.

Admitted Candidates that have been accepted to a program and have not paid the registration fee within 6 months from the date of notification by the Admissions Director of acceptance into the program will lose their status and must reapply. In this case, the Admissions Director will notify the applicant of their admission denial to the University.

Scholarship Application

Admitted candidates that have been accepted to a program and want to apply for a scholarship may receive respective certificates of acceptance and reserve his/her spot for 6 months from the date of notification of acceptance to the program by the Admissions Director. If after this period there was no documentation handed in, he or she will be contacted and must accept admission or withdraw from the process and lose the spot until reapplying.

Admission to the University

From the time that the University receives the payment of tuition fees, the University admits the candidate. It will be the Admissions Director that will notify the candidate of their admission to the University through digital and postal means.

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 Volume 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 removal is re-activated. The student will receive the Study Plan and Volume texts with the first subjects to be taken as well.

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 it is necessary for the student to have a computer with the following software, hardware and infrastructure for the current configuration of the University's virtual campus:

Equipment

- Mid-range Desktop or higher. At the time of writing this document, Intel Pentium G860 of 3 Ghz.
- 21-inch Monitor or higher.

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):
 - Microsoft Windows.
 - 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.
- * These specifications do not prevent any student from entering a program because the computer services offered by the University are accessible by the 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.

Graduation Requirements

Each program has its own minimum requirements for graduation; however, the following is always expected and can be required by the University in case of omission:

- To comply with all administrative requirements of the University.
 - Up-to-date documentation, no economic debt- infrastructure or material damage, library debt, or assets - not to incur possession of material yielded in loan or non-legal possession of proprietary software-, and not be affected by 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.
 - Absence of economic debts or assets, not being affected by fiscal reporting process or similar, and to have paid the rates of degree and other rights and be up-to-date in the payment of fees 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 academic demands of academic life.
 - Having complied with the requirements of the duration of University Life.
 - Having complied with the requirements of the duration of Academic Life.

Admission's requirements by program

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
<p>Master in Teaching Spanish as a Foreign Language</p>	<ul style="list-style-type: none"> • Have graduated from an accredited or recognized college or university by any country with a degree or bachelor degree or equivalent. <p>Language Requirements:</p> <ul style="list-style-type: none"> • To enter the program, non-Hispanic speakers must prove a sufficient command of English as a vehicular language in an academic environment. Said domain 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 materializes after carefully studying the documentation that the postulant brings. • In case of not having such a degree, the individual will be credited with a sufficient command of the language through the submission of documents such as the Higher Diploma of Spanish as a Foreign Language from the Cervantes Institute or comparable others. • If the aspiring individual does not have any type of certificate attesting to their level of language or the university qualifications which they have is not adequate, the person must perform a test of access in order to enter the program. 	<p>Electronic Registration Request.</p> <ul style="list-style-type: none"> • 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 letter of application stating their motivations to the Department Director by attaching all the additional documentation that they deem is necessary to provide. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. <p>Students from graduate programs of other institutions can add certificates of letters, CVs from the subject contents 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.</p> <ul style="list-style-type: none"> • 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. <p>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. In the case it is in a different language other than English, Spanish or Portuguese, a translation will be done.</p>

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
<p>Master in Teaching English as a Foreign Language (continues)</p>	<ul style="list-style-type: none"> Have graduated from an accredited or recognized college or university by any country with a degree or bachelor degree or equivalent. <p>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 on the MA program prior to completion of the entry exam. If the candidate has ample experience in the TEFL field and holds an Ordinary degree (3-year degree), he/she may be admitted onto the MA course prior to individual evaluation by the Admissions Director.</p> <p>Teaching experience For all the courses in TEFL (Master, Diploma, Certificates) a minimum of one year's teaching experience in ELT at any type of institution or in private tuition, is recommended. For the Certificates, if the candidate has no previous teaching experience, he/she may be asked to do an entrance exam before being admitted onto the course.</p> <p>Linguistic requirements All candidates who are non-native speakers of English will have to provide evidence of having passed one of the following exams:</p> <p>Cambridge:</p> <ul style="list-style-type: none"> Cambridge FCE (First Certificate) - grade A. (Grade B or C requires the entrance exam to be taken). Cambridge CAE (Advanced) or CPE (Proficiency) - any pass grade. <p>TOEFL: There are 3 versions of this exam:</p> <ul style="list-style-type: none"> Paper-based test (PBT) is out of a total 677 points, a minimum of 550 points is required. Computer-based test (CBT) is out of a total 300 points, a minimum of 230 points is required. Internet-based test (iBT) is out of a total 120 points, a minimum of 79 is required. 	<p>Electronic Registration Request.</p> <ul style="list-style-type: none"> 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 letter of application stating their motivations to the Department Director by attaching all the additional documentation that they deem is necessary to provide. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. <p>Students from graduate programs of other institutions can add certificates of letters, CVs from the subject contents 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.</p> <ul style="list-style-type: none"> 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. <p>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. In the case it is in a different language other than English, Spanish or Portuguese, a translation will be done.</p>

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
<p>Master in Teaching English as a Foreign Language (continued)</p>	<p>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 above-mentioned certificates, and if he/she is not a native English speaker, then he/she will have to sit the entrance exam. 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 sit the entrance exam. Anyway, having English as an L1 doesn't presuppose 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.</p>	
<p>Master in Project Design, Administration and Management</p>	<ul style="list-style-type: none"> • Have graduated from an accredited or recognized college or university by any country with a degree or bachelor degree or equivalent. • Know the language of the imparted program. Provide supporting documentation if it is necessary or perform the corresponding competence test. 	<p>Electronic Registration Request.</p> <ul style="list-style-type: none"> • 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 letter of application stating their motivations to the Department Director by attaching all the additional documentation that they deem is necessary to provide. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. <p>Students from graduate programs of other institutions can add certificates of letters, CVs from the subject contents 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.</p> <ul style="list-style-type: none"> • 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. <p>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. In the case it is in a different language other than English, Spanish or Portuguese, a translation will be done.</p>

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
<p>Master in Project Design, Administration and Management with a Specialty in Architecture and Urban Planning</p>	<ul style="list-style-type: none"> • Have graduated from an accredited or recognized college or university by any country with a degree or bachelor degree or equivalent. • Know the language of the imparted program. Provide supporting documentation if it is necessary or perform the corresponding competence test. 	<p>Electronic Registration Request.</p> <ul style="list-style-type: none"> • 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 letter of application stating their motivations to the Department Director by attaching all the additional documentation that they deem is necessary to provide. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. <p>Students from graduate programs of other institutions can add certificates of letters, CVs from the subject contents 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.</p> <ul style="list-style-type: none"> • 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. <p>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. In the case it is in a different language other than English, Spanish or Portuguese, a translation will be done.</p>

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
<p style="text-align: center;">Master in Project Design, Administration and Management with a Specialty in Innovation and Product</p>	<ul style="list-style-type: none"> • Have graduated from an accredited or recognized college or university by any country with a degree or bachelor degree or equivalent. • Know the language of the imparted program. Provide supporting documentation if it is necessary or perform the corresponding competence test. 	<p>Electronic Registration Request.</p> <ul style="list-style-type: none"> • 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 letter of application stating their motivations to the Department Director by attaching all the additional documentation that they deem is necessary to provide. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. <p>Students from graduate programs of other institutions can add certificates of letters, CVs from the subject contents 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.</p> <ul style="list-style-type: none"> • 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. <p>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. In the case it is in a different language other than English, Spanish or Portuguese, a translation will be done.</p>

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
<p>Master in Strategic Management with a Specialty in Management</p>	<ul style="list-style-type: none"> • Have graduated from an accredited or recognized college or university by any country with a degree or bachelor degree or equivalent. • Know the language of the imparted program. Provide supporting documentation if it is necessary or perform the corresponding competence test. 	<p>Electronic Registration Request.</p> <ul style="list-style-type: none"> • 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 letter of application stating their motivations to the Department Director by attaching all the additional documentation that they deem is necessary to provide. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. <p>Students from graduate programs of other institutions can add certificates of letters, CVs from the subject contents 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.</p> <ul style="list-style-type: none"> • 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. <p>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. In the case it is in a different language other than English, Spanish or Portuguese, a translation will be done.</p>

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
<p>Master in Strategic Management with a Specialty in Information Technology</p>	<ul style="list-style-type: none"> • Have graduated from an accredited or recognized college or university by any country with a degree or bachelor degree or equivalent. • Know the language of the imparted program. Provide supporting documentation if it is necessary or perform the corresponding competence test. 	<p>Electronic Registration Request.</p> <ul style="list-style-type: none"> • 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 letter of application stating their motivations to the Department Director by attaching all the additional documentation that they deem is necessary to provide. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. <p>Students from graduate programs of other institutions can add certificates of letters, CVs from the subject contents 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.</p> <ul style="list-style-type: none"> • 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. <p>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. In the case it is in a different language other than English, Spanish or Portuguese, a translation will be done.</p>

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
<p>Master in Strategic Management with a Specialty in Telecommunications</p>	<ul style="list-style-type: none"> • Have graduated from an accredited or recognized college or university by any country with a degree or bachelor degree or equivalent. • Know the language of the imparted program. Provide supporting documentation if it is necessary or perform the corresponding competence test. 	<p>Electronic Registration Request.</p> <ul style="list-style-type: none"> • 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 letter of application stating their motivations to the Department Director by attaching all the additional documentation that they deem is necessary to provide. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. <p>Students from graduate programs of other institutions can add certificates of letters, CVs from the subject contents 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.</p> <ul style="list-style-type: none"> • 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. <p>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. In the case it is in a different language other than English, Spanish or Portuguese, a translation will be done.</p>

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
<p style="text-align: center;">Master in Environmental Management and Audits</p>	<ul style="list-style-type: none"> • Have graduated from an accredited or recognized college or university by any country with a degree or bachelor degree or equivalent. • Know the language of the imparted program. Provide supporting documentation if it is necessary or perform the corresponding competence test. 	<p>Electronic Registration Request.</p> <ul style="list-style-type: none"> • 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 letter of application stating their motivations to the Department Director by attaching all the additional documentation that they deem is necessary to provide. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. <p>Students from graduate programs of other institutions can add certificates of letters, CVs from the subject contents 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.</p> <ul style="list-style-type: none"> • 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. <p>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. In the case it is in a different language other than English, Spanish or Portuguese, a translation will be done.</p>

MASTERS	ADMISSION REQUIREMENTS	DOCUMENTS
<p>Master in Physical Activity: Sports Training and Management</p>	<ul style="list-style-type: none"> • Have graduated from an accredited or recognized college or university by any country with a degree or bachelor degree or equivalent. • Know the language of the imparted program. Provide supporting documentation if it is necessary or perform the corresponding competence test. 	<p>Electronic Registration Request.</p> <ul style="list-style-type: none"> • 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 letter of application stating their motivations to the Department Director by attaching all the additional documentation that they deem is necessary to provide. The Department Director will inform the result of the petition to the candidate and the Dean of Students Affairs. <p>Students from graduate programs of other institutions can add certificates of letters, CVs from the subject contents 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.</p> <ul style="list-style-type: none"> • 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. <p>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. In the case it is in a different language other than English, Spanish or Portuguese, a translation will be done.</p>

PROGRAMS OFFERED

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 programs offered

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
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

Name	Code	Degree Granted	General Objective	Duration (months)	Credits	Hours
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

Credits and hours for each program

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	

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	
General Education	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	
	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	
	DD059	Public Presentation Techniques	N/A	1	15	
	TR026	Business Management and Administration	N/A	3	45	
	DD014	Strategic Management and Planning	N/A	3	45	
	DD040	Negotiation and Conflict Resolution Techniques	N/A	2	30	
	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	

	Code	Subject	Pre-requisites	Credits	Contact Hours
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
General Education	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
Electives	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
	Project Administration				
	AU006	Architectural-urban Project Theory	N/A	1	15
	DD076	Management without Distances	N/A	1	15
	DD059	Public Speaking 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

	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				67	1005

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

General Education: **18 credits**

Required: **48 credits**

Electives: **0 credits**

	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	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
Electives	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	Confidence 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 Objective	N/A	1	15
	DD076	Management without Distances	N/A	1	15
	DD059	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
	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

	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

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 speaking 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	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
	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

	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	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
	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

	Code	Subject	Pre-requisites	Credits	Contact Hours	
Electives	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	
	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		

	Code	Subject	Pre-requisites	Credits	Contact Hours
Electives	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
	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	Conflict resolution/transformation in the community	N/A	2	30	

	Code	Subject	Pre-requisites	Credits	Contact Hours
Electives	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 speaking 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	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
	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

	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	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
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 speaking 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	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
	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

	Code	Subject	Pre-requisites	Credits	Contact Hours
General Education	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
	TI016	Business Intelligence	N/A	4	60
	TI020	Management of e-Business Projects	N/A	4	60
Required	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**

Requires: **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
	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	

	Code	Subject	Pre-requisites	Credits	Contact Hours
Electives	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
	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	

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

Masters 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	Ergogenic aids	SN198	3	45
	SN047	Eating disorders in sports	N/A	3	45
	SN043	Nutrition and sports	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
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.

COSTS AND POLICY ON COST

Registration costs

The University considers Registration Costs all those costs which are associated with the integration and development in the academic lifespan, which payment gives the student rights and obligations.

- One - time registration fee (non - refundable payment after 5 days of having signed the registration request): \$200.00 USD.
- Enrollment fee (non refundable payment after 5 days of having signed the registration request). This amount include the registering costs when enrolling to the program, the virtual tutoring, and delivery of materials and access to the Virtual Campus: \$250.00 USD.
- Admission fee (non - refundable): \$50.00 USD.
- Master Program Cost (or rate): \$10,500 USD.

These costs may be paid based on the facilities offered by the university through the rate payment programs.

Notes:

- These costs are the same for all students whether they are residents of Puerto Rico or not.
- The One-time Registration Fee and Enrollment Fee, each are both separate and non-refundable payments, unless expressly stated otherwise according to the **reimbursement rules** established by the University for this purpose and that affects applicants not accepted to the University.
- The programs cost is a refundable fee as indicated in the **reimbursement rules** established by the university for this purpose.

- The University reserves the right to make changes to all the 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 interrupted his/her studies for any reason and wishes to return, may do so if he/she meets the administrative and academic requirements and assumes the costs in effect at the time of readmission. Readmission does not require another One-time Registration fee and Enrollment Fee payment except in cases specified in the **reimbursement rules**.

Costs of required fees to the students

In the event that a student pays in fees, the program makes it clear that these are monthly payments or in timely installments, as there is no payment system by credits.

An Active Student must apply for any extension to the Dean of Students Affairs and it may not be requested less than one month from the date of the requested extension.

Any other charge for specific or special purposes will be announced well in advance.

Policies regarding changes in tuition costs

The change in any of the costs involved in registration will be a process that will involve a study made by the Dean of Administration and Finance with the consent of the Rector and approval of the Board of Directors.

These changes will follow the standards stated below:

- Whenever there is an increase in educational expenses, general and administrative, and / or transfer of currencies.
- When the budgetary projections require an increase due to an increase in expenses.
- After an analysis of any particular situation or event that requires an increment in cost.
- Will not apply to active students at the time of the increase. Returning students, however, must pay the current cost at the time of reentry.

Policy regarding changes in the required fees to students

The change in the cost of registration will be a process that will involve a study by the Dean of Administration and Finance with the consent of the Rector and the approval of the Board of Directors.

These changes will follow the standards stated below:

- Whenever there is an increase in educational expenses, general and administrative, and / or transfer of currencies.
- When the budgetary projections require an increase due to the increase in expenses.
- After an analysis of any particular situation or event that requires an increment in cost.
- Will not apply to active students at the time of the increase. Returning students must pay the current cost at the time of reentry.

POLICY OF CHARGES, PAYMENTS AND LATE PAYMENTS

All collections will be done in advance or the same day at the beginning of a process or during indicated dates. 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.

Extensions in payments shall be resolved by the Dean of Students Affairs.

In case of overdue or delinquent payments, the University will have an interest rate or special payments. When this is not the case, the University may not charge any value greater than the one reported.

CANCELLATION AND REFUND REGULATIONS

Regulations regarding cancellations and tuition refunds

Regarding the **One-time Registration Fee and Enrollment Fee**, students in any of the masters programs at the Universidad Internacional Iberoamericana will pay the corresponding one-time registration fee and enrollment fee, which are non-refundable, unless the student is not admitted.

Regarding the **Costs of the Program**, any student who applies for or is affected by a disruption of studies or advancement through the curriculum for any reason (for example, partial withdraw) cannot continue using the virtual campus and virtual learning resources nor any infrastructure of the University during their partial withdraw for up to six months. If the student does resume their studies at the end of this period, the refund will not be granted.

Regarding **Program Costs**, any student who makes complete withdraw within the first thirty days of starting their studies (having received their access codes to the virtual campus and / or any other study materials), may receive a refund of the total cost of their tuition paid as follows:

- The first five days (5th included) 100%.
- From the sixth (6th) to the tenth day (10th included) 75%.
- From the eleventh (11th) to the nineteenth day (19th included) 50%.
- From the twentieth (20th) to the thirtieth day (30th included) 25%.
- Terms over 31 days are not entitled to a refund.

These rules may be reviewed, adapted, expanded and improved with a proposal by the Dean of Students Affairs with consent of the Rector and approval of the Board of Directors.

Regulations regarding cancellation and refunds of other payments from the student to the institution

Other **regular and special charges** (previously reported to and accepted by the student) are not refundable.

In regard to students with **scholarships from other institutions or bodies**, these rules apply to the student and not the institution or agency.

These rules may be reviewed, adapted, expanded and improved with a proposal by the Dean of Administration and Finance, with consent of the Rector and approval by the Board of Directors.

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 a precise control 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 the defense of people worldwide.

The University defines as a student, for the purpose of applying these statutory norms and application of 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 of sex, race, nationality, religion or political conviction.

Any person defined as a student of the University enjoys freedoms 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 to it 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 is entitled 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 of direct application in the society and community.
- Encourage 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 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 equitable 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 that discussion with any teacher be in the 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 set of 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 the 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. This should be done without impeding upon the participation of the student in complementary or voluntary activities that the University may require.
- 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 community that makes up the University.
- 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.
- Use University resources for strictly academic purposes and within the philosophy of the University.
- Not commit infringement of regulations, and comply with 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:

- Have 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.

ADMINISTRATIVE STRUCTURE OF THE UNIVERSITY

Administrative structure: University governance

UNINI is structured based on a group of governing bodies.

The administrative bodies are described below, along with the duties assigned to each body.

I. ADMINISTRATIVE, ECONOMIC, AND ACADEMIC BODIES

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

1. Board of Directors.
2. Executive Committee.
3. Planning, Management, Academic and Administrative Development Committee.
4. Academic Board.
5. Planning and Evaluation Committee.

I.1. Board of Directors

Description:

- It is the highest decision-making body for the orientation and institutional processes within the University, according to its philosophy, mission, vision, goals and institutional objectives, with the ability 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 according to epistemological, philosophical and theological criteria.

Composition:

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

I.2. 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 current regulations, statutes and regulations particular to the University.
- It has the permanent task of promoting, guiding and directing the fulfillment of Board decisions and the policies also adopted by the Board of Directors as the superior governing body for institutional decisions in addition to any amendments made by the same body.

Composition:

- This committee consists of:
 - Rector.
 - Chief Academic Officer.

I.3. 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, through tutorial teaching and technological resources.

- It is responsible for the administration of financial resources and the execution of the decisions of Board of Directors, in management, operation and academic, scientific and professional topics.

Composition:

- This committee consists of:
 - Dean of Academic and Strategic Management.
 - Dean of Administration and Finance.

I.4. Academic Board

Description:

- It is the advising board for the Rector and the Board of Directors of the University, with authority to make proposal to the same.
- 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 from 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 consists of:
 - Dean of Academic and Strategic Management.
 - Director of Technologies.
 - Department Directors and other centers.

I.5. Planning and Evaluation Committee

Description:

- This Committee through its specialized instances, systems, mechanisms and planning instruments, academic follow-up and control, administrative, economic and financial, is responsible for monitoring, verifying and monitoring the fulfillment of the objectives and goals established in the institutional academic project and annual operating program, in order to ensure the continual improvement of the University's institutional quality.
- In addition, the evaluation of the results in terms of achieving objectives, mission and vision of the institution.

Composition:

- This Committee consists of:
 - Dean of Academic and Strategic Management.
 - Dean of Students Affairs.
 - Department Council.
 - Dean of Administration and Finance.
 - Technology Director.

II. DUTIES OF THE UNIVERSITY GOVERNANCE

II.1. Organizational chart

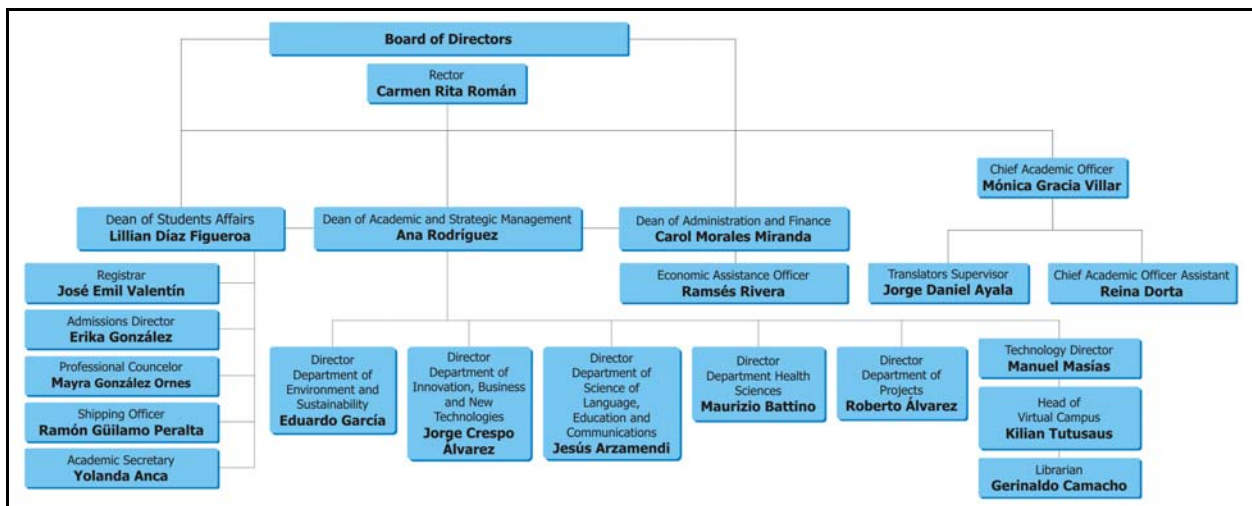


Figure 1.1: Organizational chart.

II.2. Description of the University Governance duties

II.2.1. Board of directors

- It is the highest 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 by the sections of this document and other regulations set forth for its operation.
- 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.2.2. 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.

II.2.3. Chief Academic Officer

- The management duties assigned to the Chief Academic Officer is that of an executive authority with administrative responsibility, which provides direct support to the Rector and the Board of Directors.
- He/she is responsible for endorsing the academic and administrative documentation of legal status of the University. In the temporary absence of the Rector, not to exceed ninety days, he/she will replace the Rector, assuming the functions as temporary Rector for the duration of the absence of the Rector.
- He/she has legal authority to sign on behalf of the University, and aligns the academic and administrative agreements to the country's laws and regulations and University policy.

II.2.4. Dean of Academic and Strategic Management

- Leads the administrative unit: Dean of Academic and strategic management.
- He/she is the executive authority responsible for the development of academic programs and works under the direct authority of the Rector.
- He/she is responsible for promoting 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.
- He/she links the University to the national and international business world and framework, and is concerned with promoting and/or managing chairs for business - University exchanges 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 monitor and protect the University's academic record.

II.2.5. Dean of Administration and Finance

- Directs the administrative unit: Dean of Administration and Finance.
- He/she is the executive authority with administrative, financial and student services responsibility that works under the direct authority of the Rector.
- This executive is responsible for proper use and proper operation of the assets, administrative, financial and material resources of the University.
- Must monitor and protect the administrative, financial and material and service records of the University.

II.2.6. Dean of Students Affairs

- Directs the administrative unit: Dean of Students Affairs.
- Is the executive authority with the responsibility of student services who exercises his/her roles under the direct authority of the Rector.
- This executive 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.

II.2.7. 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.

II.2.8. Virtual Campus Officer

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

II.2.9. Registrar

- Is responsible for issuing academic degrees and prepare Credit Transcripts, Notarial Certificates, Programs and Certifications, and Study Plans.
- Is the person responsible for verifying and processing diplomas for the different university processes.
- Ensures strict confidentiality in the processes, transactions and document management in the university.

II.2.10. Financial Aid Officer

- This officer manages financial aid programs for students.
- This officer is responsible for providing students with the necessary guidance to cover the costs of studies and the available payment options.

II.2.11. Admissions Official

- This officer is responsible for making efforts to recruit students into their areas of interest.
- It is the position responsible for entering data on potential clients who will become students.

II.2.12. Shipping and Logistic Officer

- This official is responsible for maintaining all settings for customizing shipments to each student.
- He/she is responsible for keeping the configuration of personalized shipments made to each student, up-to-date within the Management System.

II.2.13. Librarian

- The professional responsible for monitoring the information management of the Virtual Library.
- He/she will work with information that is a vital resource and raw material that supports the management of student knowledge.
- He/she must adapt to new technologies to meet the requirements of modern society.

II.2.14. 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.

II.2.15. 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.

II.2.16. Chief Academic Officer Assistant

Administrative charge whose main function is to provide support to the Rector and the Chief Academic Officer in processes related to the institution's licensing, accreditation, new program presentations and the search for proposals and economic aid for the benefit of the University.

Government Structure: Administration, and Academic and Scientific Management

I. 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 can be 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 with 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 a start 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 conduct that endorses the project. The report must respect the mobility of the personnel affected and material resources and assets that are displaced.

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

Every Department or Center will provide an annual report of activities.

II. 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 pool assigned to teach all courses.

The teaching pool is composed of the following types of professors:

- Main Professor, who will be the professor who will lead the graduate programs under the responsibility of being part of the University's Academic Programs Committee and may be a Program Director.
- Tutor, who will be the Professor who assumes the responsibility to provide students with all the work related to their performance in the program and subjects. The areas of expertise of each tutor are distributed on a knowledge map to cover all subjects in the programs.

- Extraordinary professor: visiting professor, collaborator or associate. Will offer temporary support and, in its case, assume leadership work in specific disciplines or areas.

Meanwhile, the Academic Support and Counseling Body is the body that helps to exploit the synergies of programs and training experiences.

The Program Director will be the position to 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, exists for 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, which consists of the Department Directors and the main professors.

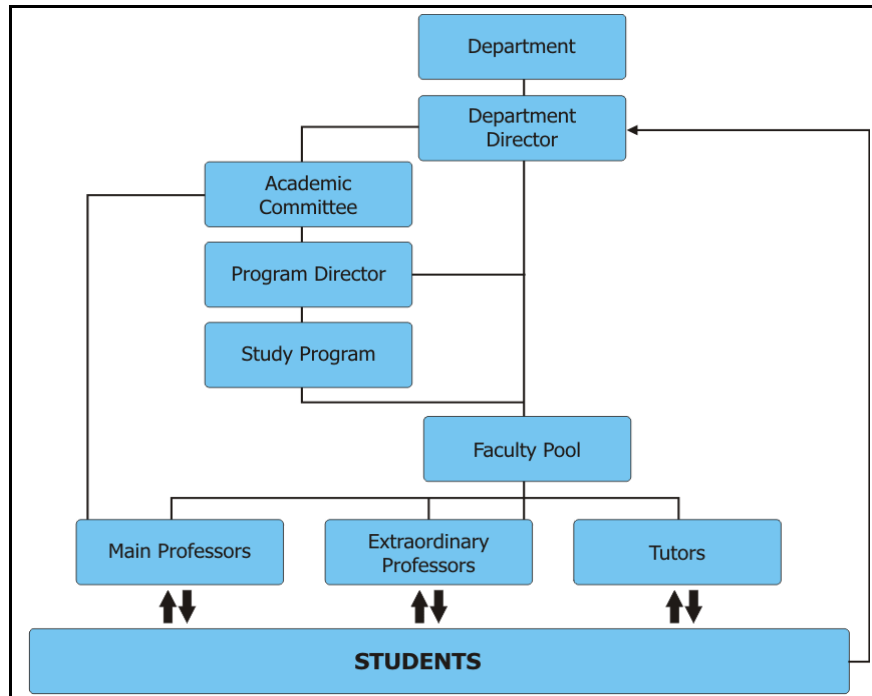


Figure 1.2: Map of communication among the teaching staff, and between Faculty and students.

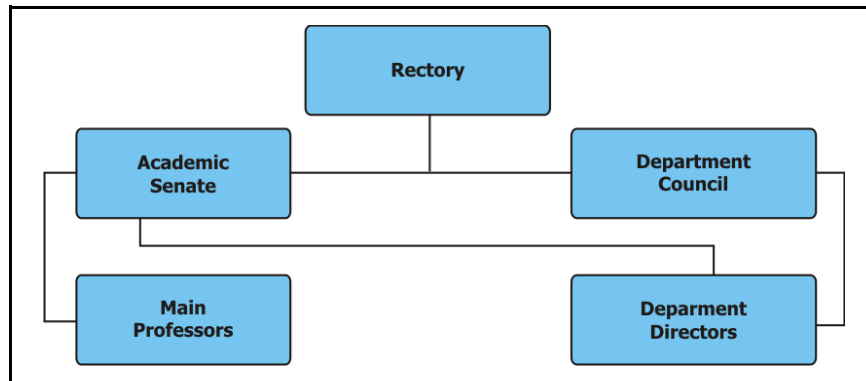


Figure 1.3: Relationship between the Departments and the Rectory.

III. ABOUT THE CENTERS, THEIR ORGANIZATION 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.

IV. ACADEMIC AND SCIENTIFIC ADMINISTRATION FUNCTIONS AND POSITIONS

IV.1. Department Director

Described in the previous section.

IV.2. Academic Board

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

IV.3. 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.

IV.4. Program Director

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

IV.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.

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

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

IV.7. Academic Senate - Faculty

- Advisory Team, consultative and/or proponent to the Rector for any subject related to the proper functioning of the University, and who points out the improvement and maintenance of its essential pillars.
- There is only one Faculty in the University and it is the staff that comprises the Main Professors, Department Directors and the Rector, and representatives from the university community (students and employees).
- The staff looks after the fulfillment and development of the University's mission from the spirit of its vision and principles.

IV.8. 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.

IV.9. Advisory Council

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

RECORD OF DEPARTMENTAL DIRECTORS, THEIR ACADEMIC DEGREES AND GRANTING INSTITUTIONS

ACADEMIC DEPARTMENT	PROFESSOR	ACADEMIC DEGREES	INSTITUTION	ASSOCIATED PROGRAMS
Department of Environment and Sustainability.	Eduardo García	Technical-Superior Industrial Engineering with specialization in Energetic Techniques.	Escuela Técnica Superior de Ingenieros Industriales. Universidad Politécnica de Cataluña. España, 1996.	<ul style="list-style-type: none"> Master in Environmental Management and Audits (code MAMGA).
		Master in engineering and environmental technology.	Universidad Politécnica de Cataluña. España, 2006.	
		Degree in Project Engineer: Environment, Quality, Security and communication.	Universidad Politécnica de Cataluña. España, 2011.	
Department of Innovation, Business and New Technology.	Jorge Crespo Álvarez	Doctor in Business with emphasis on Project Management.	University of Cantabria, Santander, Spain, 2011.	<ul style="list-style-type: none"> 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)
		Diploma of Advance Studies, Research Proficiency.	University of Cantabria - Santander, Spain (2010).	
		Bachelor's Degree in Social Politics and Sports.	Ministry of Education, Spain.	
		Civil Engineer.	Higher Polytechnic Institute of José Antonio Echeverría, Cuba, 2005.	
Department of language and communication Science.	Jesús Arzamendi	Bachelor's in Romantic Studies (Specialty: Spanish Language).	Universidad de Deusto. España 1973.	<ul style="list-style-type: none"> Master in Teaching Spanish as a Foreign Language (code FPMELE). Master in Teaching English as a Foreign Language (code FPMTFL).
		Degree in Philology.	Universidad de Deusto. España 1983.	
Department of Health Science.	Maurizio Battino	Degree in Biology.	University of Boloña Italy 1984.	<ul style="list-style-type: none"> Master in Physical Activity: Sports Training and Management (code SNMAFEGD).
		Degree in Science.	University of Catania Italy 1990.	
		Post Doctorate (studies).	Universidad de Granada Ministry of Science and Education Spain 1993-1994.	
Projects Department	Roberto Álvarez	Architect.	University of Buenos Aires - Argentina.	<ul style="list-style-type: none"> 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.	Universidad Politécnica de Cataluña.	

FACULTY AND ORIGINS OF ACADEMIC QUALIFICATIONS

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Alicia Álvarez	<ul style="list-style-type: none"> • Research Master in Clinical Psychology, Autonomous University of Barcelona (2009-2010) • Post-graduate in Integrative Psychotherapy, University of Girona and the Institute of "Estudis de la Sexualitat i la Parella" (2009-2010) • Bachelor of Arts in Psychology, Autonomous University of Barcelona (2005-2009) • Professor in the subject of Psychology of the Personality and of the Individual Differences, Atlantic European University (2015-2016) • Master's Tutor in Healthcare Management, Fundació Universitaria Iberoamericana, Barcelona (2015-present) • Professor in the MOOC course, Autonomous University of Barcelona (2015-Today) • COMPLEMENTARY PREPARATION <ul style="list-style-type: none"> - Course "Training for Teachers"- FUNIBER (2015) - Course "Training for Directors of Thesis" - FUNIBER (2015) 	<ul style="list-style-type: none"> • Doctorate in Clinical Psychology, Autonomous University of Barcelona (2010-2014) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD138-Conflict Resolution/ Transformation Principles and Processes • DD105-Conflict Resolution/ Transformation in the Health Field • DD093-DD094- Emotion, communication and conflict • Master's thesis
Dr. Alina Celi	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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). 	<ul style="list-style-type: none"> • Master in Environmental Management and Auditing • 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 	<ul style="list-style-type: none"> • DD143-Basic Legal Aspects of the Family Business • DD099-National and international legislation about DD097/DD098-Mediation and other conflict resolution procedures • FP092-Methodology of Scientific Research • MA014- Environmental Law • MA088-Historical evolution of environmental education • MA194-Basic general concepts of environmental Education • MA195-Formal education in environmental education • MA091-Risk management and environmental education • TI015-Electronic security and legislation

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Alina Pascual	<ul style="list-style-type: none"> 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 Farias 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 Farias Avilés. Campeche, Mexico. (January 2009 -present) Doctorate Professor in Projects for the Universidad Internacional Iberoamericana (UNINI). (01 June (2014 to date) COMPLEMENTARY PREPARATION <ul style="list-style-type: none"> Course "Training for Professors"- FUNIBER (2015) Course "Training for Directors of Thesis" - FUNIBER (2015) 	<ul style="list-style-type: none"> Doctorates in Sciences of the Sea from the Polytechnic University of Catalonia (UPC), Barcelona, Spain. 	<ul style="list-style-type: none"> Master in Environmental Management and Auditing 	<ul style="list-style-type: none"> IP052-Basic Waste Management MA002-Ecology MA006-Climatology and the Environment MA081-Urban Solid Waste MA082-Industrial Waste MA083-Rural Waste MA084-Sanitary Waste MA085-Environment Education and the MSW MA087-Evolution of the Environment and Sustainable Development
Dr. Ana Rodríguez Zubiarre	<ul style="list-style-type: none"> 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). 	<ul style="list-style-type: none"> Dr. in Applied Economics from the University of Las Palmas de Gran Canaria 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> TR023-Food and Drinks Management TR022-Hotel Business Management TR008-The Territory as a Tourism Resource TR043- Tourism Foundations TR028- Environmental Impact on Tourism Activities
Dr. Andrea Corrales	<ul style="list-style-type: none"> 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. PREPARATION OF PROFESSORS: <ul style="list-style-type: none"> Course: "Training of teachers" - FUNIBER (2015) Course: "Training Directors of Thesis - FUNIBER (2015) Course: "Teaching in Virtual Environment" - FUNIBER (2015) 	<ul style="list-style-type: none"> Doctoral Degree in Physiology in the Department of Physiology and Pharmacology from the Faculty of Medicine in the University of Cantabria (2010-2015) 	<ul style="list-style-type: none"> Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> SN039-Structure and Function of the Human Body SN050-Sport Psychology SN229-Study and Case Resolution for sports training Master's Thesis

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Antonio Bores	<ul style="list-style-type: none"> • Master in High Sports Performance in Team Sports. Biomedic 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 	<ul style="list-style-type: none"> • Dr. Physical Activity and Sports Sciences: University of Vigo. 	<ul style="list-style-type: none"> • Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> • 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
Dr. Antonio Bueno	<ul style="list-style-type: none"> • Bachelor in Philosophy and Education - Philology Division: Germanic Philology Section - English (University of Granada, Spain). • Associate Professor and Chancellor at the University of Jaen. • Coordinator and Professor of on-line Master in Applied Linguistics in Teaching English as a foreign language. • Experience as the main research of European Community sponsored research projects. • English Professor of different educational levels for more than 25 years ago. • Author of numerous publications related to the area of study. 	<ul style="list-style-type: none"> • Doctor in English Philology (University Granada, Spain). 	<ul style="list-style-type: none"> • Master in Teaching English as a Foreign Language 	<ul style="list-style-type: none"> • FP012-Assessment & Testing • FP034-Practicum Master's Thesis
Dr. Antonio López Fuenzalida	<ul style="list-style-type: none"> • Coordinator and projects in different universities, with experience in multidisciplinary teams. • Skills in problem resolution and management in various work environments. 	<ul style="list-style-type: none"> • Doctorate in Exercise Science from Universidad de Córdoba (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • FP092-Methodology of scientific research • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Arturo Ortega	<ul style="list-style-type: none"> • Electronic Engineer from the University of Barcelona (Spain). • Technical Telecommunications Engineer by the University of Ramon Llull, (Spain). 	<ul style="list-style-type: none"> • Dr. Electronic Engineer from the University of Barcelona (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • TI030-Network Security and Management • TI016-Business Intelligence • TI034-Languages and programming paradigms • TI035-Architectures, networks and distributive systems • TI029-Telecommunications services
Dr. Asunción Galera	<ul style="list-style-type: none"> • Master in Audiovisual Production by the Polytechnic University of Catalonia (Spain). • Bachelor's in Biology by the University of Barcelona (Spain). 	<ul style="list-style-type: none"> • Dr. in the Multimedia Engineering Program by the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • TR049-Quantitative analysis of tourism • Master's Thesis
Dr. Carmen Rita Román	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Dr. in Business Administration from the Pontifical Catholic University of Puerto Rico, Ponce Campus (2009). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Master's Thesis
Dr. Cristian Abelarias	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Doctorate in Physical Activity and Sport Research University of Coruña. 	<ul style="list-style-type: none"> • Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> • SN155-Contextualization of physical activity and exercise in the health framework • SN156-Psychosocial aspects of physical activity for health • SN158-Physical activity for health with diverse diseases • SN229-Study and Case Resolution for sports training • Master's Thesis

MAIN PROFESSORS

PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Cristina Hidalgo	<ul style="list-style-type: none"> • 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). 	<ul style="list-style-type: none"> • Dr. Business Sciences by the University of Leon (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD154-Internal Control • DD155- Documentation, tests and risks • DD131-Audit reports • DD128- Administration and planning of audits • DD130 - Audit procedures by area • Master's Thesis
Dr. Dalton Da Silva	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Dr. In Production Engineering: environmental management. Univ. Santa Catarina (2003) 	<ul style="list-style-type: none"> • Master in Environmental Management and Auditing 	<ul style="list-style-type: none"> • MA004-Waste Management • MA081-Urban Solid Waste • MA248-Science and politics of climate change • MA245-Agreements, negotiations and instruments for climate change • MA246-Vulnerability and adaptation to climate change • MA282-Mitigation of Climate Change (I and II) • MA249-Analysis of product lifecycle and carbon footprint • MA009-Land Pollution • MA092-Fundamentals of environmental engineering
Dr. David Barrera	<ul style="list-style-type: none"> • 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). 	<ul style="list-style-type: none"> • Dr. in Project Engineering at the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD171-Control and marketing plan • DD159-Introduction to the new marketing • T1004/DD163- International Marketing • DP001- Administration and Management of Sport Entities • SN228-Study and Case Resolution for management skills • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. David Casamichana	<ul style="list-style-type: none"> • Doctorate in Physical Activity and Sports University of the Basque Country. • Master in Research in Physical Activity and Sport University of Malaga. • Graduate in Sciences of Physical Activity and Sport at the University of Leon. • Has taught Science and Physical Activity in graduate and post-graduate universities of Cantabria, Malaga, Rome and the University of the Basque Country. • Teaches undergraduate courses in Physical Activity and Sport Sciences for the European Atlantic University and University of Leon. 	<ul style="list-style-type: none"> • Doctorate in Physical Activity and Sports, University of the Basque Country 	<ul style="list-style-type: none"> • Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> • SN157-Control and prescription of physical activity • DP006-Techniques for management and leadership in sports • Master's Thesis
Dr. Eduardo Garcia	<ul style="list-style-type: none"> • Master in Environmental Technology and Engineering from the University of Leon (Spain). • Master in Environmental Technology and Engineering from the University of Leon (Spain). • Master in Management and Environmental Audits by the University of Leon (Spain). 	<ul style="list-style-type: none"> • Dr. in Engineering Projects: Environment, Safety, Quality and Communication at the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> • Master in Environmental Management and Auditing • 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 	<ul style="list-style-type: none"> • MA007-MA007- Noise pollution • 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 • MA208-Mining and the environment • Master's Thesis
Dr. Emilio Hernández	<ul style="list-style-type: none"> • Bachelor's degree in Geological Sciences from the University of Barcelona. (Spain). (Spain). • Certificate in Hydrogeology from the University of Catalonia (Spain). • Industrial Engineering with a specialty in Industrial Organization of the University of Catalonia (Spain). • Higher Body of the System and Information Technology, from the Institute of Earth Sciences, Juame Almera. • Has been part-time associate professor at several universities in Spain. • Has participated in projects financed in competitive calls and non-competitive or public or private entities in Spain. • Has published several articles and communications in congresses and events in the study area. • Has directed more than 15 Master's thesis in several universities in which it has worked. 	<ul style="list-style-type: none"> • Doctor in Geology from the University of Barcelona (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • TI036-Web technology and engineering • TI038-Data model and database design • TI040-Data Management and information resources • TI041-Business software processes

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Federico Fernández	<ul style="list-style-type: none"> • Bachelor's in Education Science. • Director of the Laboratory of visual image of the School of Industrial Engineers. 	<ul style="list-style-type: none"> • Dr. in the Educational Sciences at the University of Barcelona (Spain). 	<ul style="list-style-type: none"> • 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 • 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 	<ul style="list-style-type: none"> • DD034-Training and career plans • DD042-Time management and conducting meetings • TR024-Management Techniques and Organizational Leadership • FP034-Practicum • DD077-Project Communication • Master's Thesis
Dr. Fermin Ferriol	<ul style="list-style-type: none"> • Master in Management from the University of Havana. • 35 years as a professor and consultant. • Bachelor's in Political Economy. 	<ul style="list-style-type: none"> • Doctor in Education from the University of Havana (university management). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD165-Marketing Audits • DD161-Consumer-buyer behavior • DD162-Marketing strategy development • DD022-Organizational Structure and Change • DD004-Marketing • DD170-Service Marketing • DD167-DD167-Price Management Policy • DD166-Product Management and Brand Policy • DP003-Sports Marketing, Applications • SN228-Study and Case Resolution for management skills • Master's Thesis

MAIN PROFESSORS

PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Héctor Solano	<ul style="list-style-type: none"> 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). 	<ul style="list-style-type: none"> Dr. in Project Engineering at the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> T1011-Society of Change and Information DD073-Project Monitoring and Control DD072-Computing Tools for Project Management Master's Thesis
Dr. Isabel Sánchez López	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Doctorate in Spanish Philology (University of Jaen, Spain). 	<ul style="list-style-type: none"> Master in Teaching Spanish As a Foreign Language 	<ul style="list-style-type: none"> FP033-Curriculum design and programming - theory and practice
Dr. Isel Marez	<ul style="list-style-type: none"> Mechanical Engineer Administrator for the University of Mazatlan (Mexico). Masters in Management and Environmental Audits by the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> Dr. in Engineering Projects: Quality and Environment at the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> DD125-Total quality costs DD012- Management and administration of operations DD048-Quality as a Management Tool for Human Resources DD013-Logistics DD075-Trust Management: Risk and Quality Master's Thesis
Dr. Javier González	<ul style="list-style-type: none"> 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). 	<ul style="list-style-type: none"> Dr. in Biology from the University of Granada (Spain). Professor at the University of Leon (Spain). 	<ul style="list-style-type: none"> Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> SN217-Nutrition and Sport SN229-Study and Case Resolution for sports training Master's Thesis

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Jesús Arzamendi Sáez de Ibarra	<ul style="list-style-type: none"> • Bachelor's in Romance Philology from the University of Deusto (Spain). 	<ul style="list-style-type: none"> • Dr. in Philosophy and Literature - Section: Romance Philology from the University of Deusto (Spain). 	<ul style="list-style-type: none"> • Master in Teaching Spanish as a Foreign Language 	<ul style="list-style-type: none"> • FP027- Methodological • FP017-Classroom Management • FP029- Creation, adaptation and evaluation of materials and resources • FP034-Practicum Master's Thesis
Dr. Jon Arambarri	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Doctor in the management of engineering projects from the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • TI014-e-commerce and Marketing • TI015-Electronic security and legislation • TI043-Management and Administration of IT Projects • TI026- Telecommunications marketing • TI027-Technical-Business Structure of Telecommunications • TI028- Telecommunication Networks • TI031- Telecommunications marketing Regulations • TI023-Study and case resolution • Master's Thesis
Dr. Jorge Crespo	<ul style="list-style-type: none"> • Bachelor at the Ministry of Education and Social and Sports Policy (Spain). • Civil Engineering from the Instituto Superior Politécnico Jose Antonio Echeverría (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. 	<ul style="list-style-type: none"> • A doctorate in Civil Engineering from the University of Cantabria (Santander, Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD118-Basic statistics • TR036-Strategy and tourism businesses on the internet • DD076- Management without Distances • TR037-IT in the tourism industry • TI013-Engineering, strategy and management of ICT systems • DD1014- Biostatistics • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. José Sirvent	<ul style="list-style-type: none"> • 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). 	<ul style="list-style-type: none"> • Doctor in Sciences from the University of Alicante (Spain). 	<ul style="list-style-type: none"> • Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> • SN042- Kinanthropometry • SN229-Study and Case Resolution for sports training • Master's Thesis
Dr. José Trigueros	<ul style="list-style-type: none"> • Bachelor in Economic and Business Sciences from the University of Murcia (Spain). • Director of the Economics Hall of the College of Economists. 	<ul style="list-style-type: none"> • Doctor in Economic and Business Sciences from The Complutense University of Madrid (Spain) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD123-Financial Statements Analysis • DD124- Management accounting • DD126-Budget and public accounting • TR047-Financial management • DD121- International Taxation and Financing • DD122- International Accounting Standards • DD153-Financial Valuation for IAS
Dr. Juan Luis Martín	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Doctor in Psychological Treatment, Evaluation and Personality, University of the Basque Country, Spain. 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD097/DD098- Mediation • DD100-Conflict Resolution/ transformation in schools • DD101-Conflict Resolution/ Transformation in the family • DD099-National and international legislation about Mediation and other conflict resolution procedures • DD107-Online Dispute Resolution (ODR) • DD106- International Conflict Resolution/ Transformation • DD104-Conflict Resolution/ Transformation in corrections

MAIN PROFESSORS

PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Kim Griffin	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Doctorates in Foreign Language Education from the Ohio State University, Columbus, OH (USA), 1993. 	<ul style="list-style-type: none"> • Master in Teaching English as a Foreign Language 	<ul style="list-style-type: none"> • FP006-Methodological Approaches • FP003-Second Language Acquisition • FP007-Classroom Management • FP036-Teaching English through Translation • FP013-English in the Community • FP034-Practicum & Master Thesis
Dr. Laura Pérez	<ul style="list-style-type: none"> • Master in Cognitive Science and Language University of Barcelona (Spain). • Psychologist, specialization in Clinical and Organizational Psychology, Pontifical Xavierian University, (Bogota). 	<ul style="list-style-type: none"> • Doctorates in Cognitive Science and language by the University of Barcelona (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD032-Performance Evaluation and Management by Competencies • TR024-Management Techniques for Work Teams • DD030-Position analysis, description and value • DD090-Business ethics and corporate social responsibilities • TR046-Strategic Management of Human Resources • DP006-Techniques for management and leadership in sports • FP092-Methodology of scientific research • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Lucila María Pérez	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - Course "Training for Professors"- FUNIBER (2015) - Course "Training for Directors Thesis" - FUNIBER (2015) 	<ul style="list-style-type: none"> • Dr. in Translation and Interpreting at the University of Malaga (2010) 	<ul style="list-style-type: none"> • Master in Teaching Spanish as a Foreign Language 	<ul style="list-style-type: none"> • FP034-Practicum Master's Thesis
Dr. Luis Dzul	<ul style="list-style-type: none"> • 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). 	<ul style="list-style-type: none"> • Dr. in Project Engineering at the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD026- Collaborative Work in Virtual Environments • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Luis Vivanco	<ul style="list-style-type: none"> • Bachelor In Sciences with mention in Biology from the Universidad Peruana Cayetano Heredia (UPCH) of Lima (Peru). • Master in Philosophy specialized in bioethics by the Universidad Pontificia Bolivariana (UPB) of Medellin (Colombia). 	<ul style="list-style-type: none"> • Doctor in Bioethics at the University of Alcalá de Henares (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD1010-Assistance quality and patient security • DD1008-Health Services Management • DD1007-Health Planning • DD1012-Health Systems • DD1013-Clinical epidemiology
Dr. Majid Safadaran	<ul style="list-style-type: none"> • 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). 	<ul style="list-style-type: none"> • Doctor in Education by the Atlantic University (USA). 	<ul style="list-style-type: none"> • Master in Teaching Spanish as a Foreign Language • Master in Teaching English as a Foreign Language 	<ul style="list-style-type: none"> • FP020- Individual factors in learning • FP028- Development of skills in the classroom • FP009-Materials & Resources • FP008-Developing Language Skills • FP004-Individual Factors • FP037-Content & Language Integrated Learning • FP001-Approaches to Language • FP005-Teaching Pronunciation
Dr. Maria Luisa Sámano	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Doctorate in Environmental Hydraulics, University of Cantabria (Spain, 2011). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • MA098-Business Environmental Management ISO 14001 • IP053-Atmospheric contamination treatment • MA021-Water and Environmental Education • MA090- Environmental Management and Sustainable Development • MA209-Facilities and water treatment • IP051 -Water Management: Basic Principles • IP054-Treatment of contaminated soils • MA142-Recovery of contaminated soils

MAIN PROFESSORS

PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. María Sol Quiroga	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Dr. in Engineering Projects: Environment, Safety, Quality and Communication at the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • AU002-The Urban Environment Project - Architectural • AU003-Impact of Technology on Urban Architectural Projects • AU003-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
Dr. Marian González	<ul style="list-style-type: none"> • Masters in the practice of Neurolinguistic (PLN) AEPNL with specialization in PNL 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. 	<ul style="list-style-type: none"> • Doctor in Psychological Health, and Psychology of Sport at the Autonomous University of Barcelona. 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD043-Stress and Burnout • DD045-Emotional Intelligence • DD049- Neurolinguistic programming (NLP) • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Martha Velasco	<ul style="list-style-type: none"> • Master in Management by the Technological Institute of Aguascalientes (Mexico). • Industrial Engineer by the Technological Institute of Aguascalientes (Mexico). 	<ul style="list-style-type: none"> • Dr. in engineering projects from the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • TR031-Alternative tourism and ecotourism • TR030-Rural tourism and sustainable development
Dr. Maurizio Battino	<ul style="list-style-type: none"> • Bachelor's in Biological Sciences from the University of Bologna. • More than 100 scientific articles indexed. 	<ul style="list-style-type: none"> • Dr. in Research. • Dr. in Biological Sciences. • Dr. Honoris Causa by the University of Medicine and Pharmacy "Carol Davila" of Bucharest (Romania). 	<ul style="list-style-type: none"> • Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> • SN198-Basic aspects of nutrition • SN229-Study and Case Resolution for sports training • Master's Thesis
Dr. Miguel Sánchez	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - Course on "Training of Professors" FUNIBER, (2015) - Course on "Training for Directors Thesis" FUNIBER, (2015) 	<ul style="list-style-type: none"> • Doctor in Translation and Intercultural Mediation. International Mention. University of Salamanca (2013) 	<ul style="list-style-type: none"> • Master in Teaching Spanish as a Foreign Language 	<ul style="list-style-type: none"> • FP034-Practicum Master's Thesis
Dr. Milagros López-Peláz	<ul style="list-style-type: none"> • Master of Arts degree (University of Arizona, USA. States). • Bachelor Degree in English Philology (University of Jaen, Spain). • Master's professor in Applied Linguistics to the Teaching of Spanish as a Foreign Language from the University of Jaen. • 2000-2004 Professor of Spanish Language in the Dept. of foreign languages of Mesa Community College; director of the Computer Center for Language Lab of Mesa Community College; director and creator of the international program "Study Abroad in Spain" and academic coordinator of the International Faculty Exchange Program and collaborator for the American publishing company Thomson Heinle in the creation and selection of materials. • Professor of Spanish language in the Dept. of Spanish from the University of Arizona and professor at a distance in the Distance Education Department of the same university. • Rapporteur at several international conferences and author of several publications. 	<ul style="list-style-type: none"> • Dr. in Spanish literature with subfields in Humanities and Cinema by the University of Arizona (USA). 	<ul style="list-style-type: none"> • Master in Teaching English as a Foreign Language 	<ul style="list-style-type: none"> • FP034-Practicum Master Thesis

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Mireia Peláez	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Doctorate in Physical Activity and Sport Sciences from the Polytechnic University of Madrid. 	<ul style="list-style-type: none"> Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> SN160-Physical activity in seniors SN229-Study and Case Resolution for sports training Master's Thesis
Dr. Mónica Gracia	<ul style="list-style-type: none"> Bachelor's in Information Sciences. Autonomous University of Bellaterra. 1995. Master in Strategic Direction. University of Leon. Spain, 2009 	<ul style="list-style-type: none"> Dr. in Engineering Projects: Environment, Safety, Quality and Communication. Universidad Politécnica de Cataluña. Spain 2014. 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> T1018-Innovation, Culture and Work Management in the Communication Society DD031- Recruitment, selection and promotion DD033- Compensations and incentives Master's Thesis
Dr. Narciso Miguel Contreras Izquierdo	<ul style="list-style-type: none"> 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). 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. 	<ul style="list-style-type: none"> Doctor in Spanish Philology University of Jaen, (Spain). 	<ul style="list-style-type: none"> Master in Teaching Spanish As a Foreign Language 	<ul style="list-style-type: none"> FP025- Spanish and its varieties

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Pablo Agudo Toyos	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - Course on "Training of Professors" FUNIBER, (2015) - Course on "Training for Directors Thesis" FUNIBER, (2015) - Course: "Teaching in Virtual Environment" - FUNIBER (2015) 	<ul style="list-style-type: none"> • Doctor in Science and Technology for the Environmental Management of Water Systems, University of Cantabria (2010-2013) 	<ul style="list-style-type: none"> • Master in Environmental Management and Auditing 	<ul style="list-style-type: none"> • MA317-Coastline and marine erosion • MA318-Marine Sediments and glacial influence of the seas • MA243-Management of water Pollutants • MA065-Sea Energy
Dr. Ramón Alzate	<ul style="list-style-type: none"> • Bachelor's in psychology from the University of the Basque Country (Spain). • International specialist in mediation. 	<ul style="list-style-type: none"> • Dr. in Philosophy and Educational Sciences at the University of the Basque Country (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 Alvarez	<ul style="list-style-type: none"> • 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). 	<ul style="list-style-type: none"> • Dr. in Project Engineering at the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • AU001-Architecture and Urbanism Interrelations • AU004-Contextual Components of a Project: Economic, Social, • AU006-Architectural-Urban Project Theory • AU007-Preservation of the Architectural Urban Heritage • AU011-Areas of Design Contextual Conditions and User Requirements • AU012-Innovation as a tool for improvement and product value contribution • AU016-Product Design and Innovation Technology • Master's Thesis
Dr. Rubén Calderón	<ul style="list-style-type: none"> • Bachelor's in Economic Sciences from the University of Valladolid (Spain) • Master in Occupational Risk Prevention by the University of Valladolid (Spain) 	<ul style="list-style-type: none"> • Dr. in Economics by the Universidad Antonio de Nebrija (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD002-Management and Cost Control • DD1004-Health Economics • DD112-Government structures and bodies • DD120-Financial Mathematics • DD119-Statistical Sampling • Master's Thesis

MAIN PROFESSORS

PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Salvador Rus	<ul style="list-style-type: none"> • Bachelor's in Philosophy and History from the University of Seville (Spain). • Chair Director in Family Business. 	<ul style="list-style-type: none"> • Dr. in Philosophy and History from the University of Navarra (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • DD115-Key factors for success in the family business • DD114-Property management in family businesses • DD111- Professionalization of family business • DD109-Succession and continuity in family business
Dr. Santos Gracia	<ul style="list-style-type: none"> • Degree in Industrial Engineering from the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> • Industrial Engineering Doctorates from the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • TI025-e-Business and its Integration with Corporate Management Systems • DD068-Knowledge Management and Organizational Learning • TI017-Integration of business management systems • Master's Thesis
Dr. Sara Márquez	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Dr. in Psychology from the University of Salamanca (Spain). 	<ul style="list-style-type: none"> • Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> • SN047-Eating disorders in sports • SN229-Study and Case Resolution for sports training • Master's Thesis
Dr. Silvia Aparicio	<ul style="list-style-type: none"> • 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). 	<ul style="list-style-type: none"> • Doctorates in Economics from the Faculty of Economics and Economic Development (Program for Economic Development and Integration) from the Autonomous University of Madrid. 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • TR046-Business Administration and Management • DD014-Strategic Planning and Management • DD152-Economy • DD160-Market Research • Master's Thesis

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Silvia Pueyo Villa	<ul style="list-style-type: none"> • Master's Degree in Linguistics Applied to the Teaching Spanish as a Foreign Language, University of Jaen and the Fundación Universitaria 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: <ul style="list-style-type: none"> - Course "Training for Directors Thesis - FUNIBER (2015) - Course of "Teaching in Virtual Environment" - FUNIBER (2015) 	<ul style="list-style-type: none"> • Doctorate in the Educational Sciences, University of Barcelona 	<ul style="list-style-type: none"> • Master in Teaching Spanish as a Foreign Language 	<ul style="list-style-type: none"> • FP019- Second language acquisition • FP038- Spanish Grammar for SFL professors • FP022- Communication and pragmalinguistic proficiency • FP023- Language, Culture and Bilingualism • FP026- Teaching Vocabulary • FP034-Practicum Master's Thesis
Dr. Susana Martínez	<ul style="list-style-type: none"> • Master in Occupational Risk Prevention, Board of Castile and Leon, (2009) • Degree in Food Science and Technology Intensification, Food Technology, University of Leon (2004) • Professor, Fundación Universitaria Iberoamericana (2011) • Higher Degree Technical Researcher, Institute of Biomedicine in León (2013) • COMPLEMENTARY PREPARATION: <ul style="list-style-type: none"> - Professor Training Course - FUNIBER (2015) - Training Course for Directors Thesis - FUNIBER (2015) 	<ul style="list-style-type: none"> • Doctorate in Biology, University of Leon, (2004) 	<ul style="list-style-type: none"> • Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> • SN043-Ergogenic Aids • FP092-Methodology of Scientific Research • SN229-Study and Case Resolution for sports training • Master's Thesis
Dr. Vanessa Anaya Moix	<ul style="list-style-type: none"> • Bachelor's in Translation and Interpretation from the University Pompeu Fabra (Spain) 	<ul style="list-style-type: none"> • Dr. in Language and Literature Didactics from the University of Barcelona (Spain) 	<ul style="list-style-type: none"> • Master in Teaching Spanish as a Foreign Language • Master in Teaching English as a Foreign Language 	<ul style="list-style-type: none"> • FP031- Projects and Tasks • FP030- Educational technology in language learning • FP021- Learning Strategies • FP018- Observation and research in the classroom • FP032- Evaluation of the language learning process • FP034-Practicum Master's Thesis • FP011-Tasks & Projects • FP014-Learning Strategies • FP010-Computer Assisted Language Learning • FP002-Observation & Research

MAIN PROFESSORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Victor Jiménez	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Dr. in Industrial Engineering at the Polytechnic University of Catalonia (Spain) 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> IP062-Ergonomics IP064-Training and Communication IP076-Workplace Hygiene IP003-Industrial Hygiene IP004-Occupational Health IP071-Applied Psychology IP002-Workplace Safety IP060-Occupational Safety Master's Thesis
Dr. Yolanda Caballero Aceituno	<ul style="list-style-type: none"> Bachelor's Degree in English Philology (University of Jaen, Spain). 20 years experience in the management and design of postgraduate programs to train teachers of second languages and foreign languages. 20 years experience in the training of teachers. Co-author of publications relating to the area of foreign languages education. Experience in the development of Projects sponsored by the European Union (Socrates-Lingua). Former associate professor of the University of the Basque Country. The Director of the Educational Department of Languages and of the Institute of Educational Sciences at the University of the Basque Country for 5 years. Academic Director of the Teacher Training area, and online Professor in the Master's in Teaching Applied to Spanish Linguistics at the University of Jaen. 	<ul style="list-style-type: none"> Dr. in English Philology (University Jaen, Spain). 	<ul style="list-style-type: none"> Master in Teaching English as a Foreign Language 	<ul style="list-style-type: none"> FP034-Practicum Master Thesis

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Alba Gutiérrez	<ul style="list-style-type: none"> Master of Arts Degree in Spanish, Florida State University, USA (2010-2012) Master in Teaching Compulsory Secondary Education and Bachelor's, Professional Training and Teaching Languages, National University of Distance Education. Madrid. (2011-2013). Graduate in English Philology, Universidad de Deusto. Bilbao. (2006-2010). University Lecturer, Atlantic European University Researcher Professor, University of the Basque Country (2014) Master's Professor in Teaching Spanish as a Foreign Language. FUNIBER. 	<ul style="list-style-type: none"> Doctorate in Language Acquisition in Multilingual Scenarios, University of the Basque Country (2014-present) Doctorate in Education, University of Cantabria (2013-present) 	<ul style="list-style-type: none"> Master in Teaching Spanish as a Foreign Language Master in Teaching English as a Foreign Language 	<ul style="list-style-type: none"> FP018- Observation and research in the classroom FP025- Spanish and its varieties FP033- Curriculum design and programming - theory and practice FP009-Materials & Resources FP008-Developing Language Skills FP004-Individual Factors FP037-Content & Language Integrated Learning FP013-English in the Community

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Alberto Vera	<ul style="list-style-type: none"> • 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 Rio 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, Fundación Universitaria 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) 	<ul style="list-style-type: none"> • Doctorate in Economic and National Integration and Development, Universidad de León, Spain (Admitted in March 2008) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • AU001-Architecture and Urbanism Interrelations • AU004-Contextual Components of a Project: Economic, Social, • AU006-Architectural-Urban Project Theory • AU007-Preservation of the Architectural Urban Heritage • AU011-Areas of Design Contextual Conditions and User Requirements • AU012-Innovation as a tool for improvement and product value contribution • AU016-Product Design and Innovation Technology
Dr. (c) Amélie Stein	<ul style="list-style-type: none"> • Bachelor's In Physical Education for the Lutheran University of Brazil ULBRA (Brazil). • Education for Director of Thesis (2015). • Education for Professors of FUNIBER. 2015. • Teaching on Virtual Environment of Learning (175 hours). 2015. 	<ul style="list-style-type: none"> • Dr. (c) in Sciences of the Physical Activity and Sport University of Leon (Spain). 	<ul style="list-style-type: none"> • Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> • 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

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Andrea Gutiérrez	<ul style="list-style-type: none"> • Master in Human Resources and Knowledge Management, Fundación Universitaria 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) • Virtual Tutor, coordinator of the Master in Strategic Management of Family Businesses, Fundación Universitaria Iberoamericana - FUNIBER (2008 - present) 	<ul style="list-style-type: none"> • Dr (c) in Education, Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
Dr (c) Beatriz Suárez	<ul style="list-style-type: none"> • Bachelor's in Philology from the University of Vigo (Spain). • Master in Teaching Spanish as a SL by the University of Jaen (Spain) 	<ul style="list-style-type: none"> • Dr. in Philology by University of Vigo (Spain) 	<ul style="list-style-type: none"> • Master in Teaching Spanish as a Foreign Language 	<ul style="list-style-type: none"> • 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
Dr. (c) Ann Rodríguez	<ul style="list-style-type: none"> • 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) • Global Tutor of the Fundación Universitaria Iberoamericana (FUNIBER) in response to students of all nationalities. (2007 - present) • Tutor for thesis student's Thesis in the Polytechnic University of Catalonia UPC (2008 - present). • Teaching. Director Thesis at the global level, Fundación Universitaria Iberoamericana FUNIBER (2007 - present). 	<ul style="list-style-type: none"> • Doctorate in Research Projects (ongoing 4th phase), Universidad Iberoamericana (UNINI) Mexico 	<ul style="list-style-type: none"> • Master in Environmental Management and Auditing 	<ul style="list-style-type: none"> • MA003-Industrial wastewater treatment • MA004-Waste Management • MA007-Noise pollution • MA009-Land Pollution • MA013-Economy and the Environment

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Carlos Marcuello	<ul style="list-style-type: none"> • Official Inter-university Master in Economic History, Universities of Barcelona, Aut3noma 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 • Director of the Master in Business with China and Pacific-Asia, FUNIBER (2015) • Teacher, tutor and academic coordinator in the area of Business and Law, FUNIBER (2015) • Teaching and Academic Counseling in academic institutions (2011-2015) • COMPLEMENTARY PREPARATION: <ul style="list-style-type: none"> - Professor's Training Course - FUNIBER (2015) - Training Course for Directors of Thesis - FUNIBER (2015) - Course in Teaching in Virtual Environments - FUNIBER (2015) 	<ul style="list-style-type: none"> • Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD090-Business ethics and corporate social responsibilities • DD046-Personal Marketing • DD115-Key factors for success in the family business • DD162-Marketing strategy development • DD160-Market Research • DD164-Relational Marketing • DD004-Marketing • DD171-Control and marketing plan
Dr (c) Carmen Rodriguez	<ul style="list-style-type: none"> • 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) • Member of the Department of Business, Human Resources and Development Management, Manager for Master's Final Projects, Fundaci3n Universitaria Iberoamericana (2010) • Researcher/Consultant, Center for Psychological and Sociological Research (CPSR). Havana, Cuba (2002 - 2010) • Research Methodology Tutor, FUNIBER / UNINI (2011) • 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 	<ul style="list-style-type: none"> • Doctorates in Education (In process). Universidad Internacional Iberoamericana - Mexico (2012 - 2016) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • FP092-Methodology of Scientific Research • DD068-Knowledge Management and Organizational Learning • DD047-Intellectual Capitol • TI011-Society of Change and Information • DD022-Organizational Structure and Change

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr (c) Daniela Torrico	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • Doctorates in Projects, Marketing Research, Universidad Internacional Iberoamericana (2012 - present) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD165-Marketing Audits • DD161-Consumer-buyer behavior • DD159-Introduction to the new marketing • DD170-Service Marketing • T1004/DD163- International Marketing • DD169-Communication management policies • DD168-Distribution management policies • DD167-Price Management Policy • DD166-Product Management and Brand Policy
Dr (c) Diana Cortés	<ul style="list-style-type: none"> • 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 Consultant, 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 Coordinator Master in Strategic Management, Fundación Universitaria Iberoamericana, Universidad de León, Spain (2010-present) • Area Coordinator for Business in Latin America and Professor, Fundación Universitaria Iberoamericana, 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) 	<ul style="list-style-type: none"> • Dr. (c) in Education. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • TR046-Business Administration and Management • DD024-Organizational culture and climate • DD014-Strategic Planning and Management • DD031-Recruitment and selection of personnel • DD033-Compensations and incentives

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr (c) Diego Kurtz	<ul style="list-style-type: none"> • Expertise at 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) 	<ul style="list-style-type: none"> • Doctorates in Engineering and Knowledge Management. Federal University of Santa Catarina, UFSC, Florianópolis, Brazil. 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • TI025-e-Business and its Integration with Corporate Management Systems • TI011-Society of Change and Information • DD068-Knowledge Management and Organizational Learning • DD012-Management and administration of operations • DD013-Logistics • TI017-Integration of business management systems
Dr. (c) Elena Caixal	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - Training Course for Directors of Thesis - FUNIBER (2015) - Course of Teaching in Virtual Environments - FUNIBER (2015) 	<ul style="list-style-type: none"> • Dr. (c) in Education. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • Master in Teaching Spanish as a Foreign Language 	<ul style="list-style-type: none"> • FP027- Methodological • FP017- Classroom Management • FP019- Second language acquisition
Dr (c) Elisangela Faustino	<ul style="list-style-type: none"> • 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). 	<ul style="list-style-type: none"> • Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Erik Simoes	<ul style="list-style-type: none"> • 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). 	<ul style="list-style-type: none"> • Doctoral student from the Universidad Internacional Iberoamericana in Mexico. 	<ul style="list-style-type: none"> • Master in Environmental Management and Auditing 	<ul style="list-style-type: none"> • MA028-Potentially Contaminated Marine Ecosystems • MA030-Pollutants • MA074-Biodiversity • MA075-Natural spaces: Typology and processes • MA076-Uses of natural spaces • MA078-Management of natural spaces • MA136-Technology in marine aquaculture • MA139-Management of marine protected natural spaces
Dr. (c) Fabricio De Paula	<ul style="list-style-type: none"> • 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) • Thesis Director training, internal training, Fundación Universitaria Iberoamericana (December, 2015) • Teaching in virtual environment - course, Fundación Universitaria Iberoamericana (June, 2015) • Tutor design module, master in project design, administration and management, Fundación Universitaria Iberoamericana (2013 - present) • Professional work practice teaching, Faculty of Architecture, Universidad de la República mvd (2009-2012) 	<ul style="list-style-type: none"> • Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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) Flavio Marques	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - Pedagogical of distance professors, (2006) - Training for professors, (2015) - Training for Directors of thesis, (2015) - Teaching in Virtual Learning Environments, (2015) 	<ul style="list-style-type: none"> • Doctoral Candidate in Nutrition, Universidad Internacional Iberoamericana (2015-present). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD1010-Assistance quality and patient security • DD1004-Health Economics • DD1013-Clinical Epidemiology • DD1012-Health Systems • SN039-Structure and Function of the Human Body • SN042-Kinanthropometry • SN047-Eating disorders in sports • SN198-Basic aspects of nutrition • SN229-Study and Case Resolution for sports training

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Francisco Sagués	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD124-Management accounting • DD154-Internal Control • TR047-Financial management • DD155-Documentation, tests and risks • DD131-Audit reports • DD128-Administration and planning of audits
Dr. (c) Gonzalo Prudencio	<ul style="list-style-type: none"> • Master in Project Design, Administration and Management, FUNIBER - University of Leon, Spain • Bachelor in Business Administration, Bolivian Catholic University - La Paz, Bolivia • Academic Consultant for the Master in Project Design, Administration and Management, Fundación Universitaria Iberoamericana (2011-present) • 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 	<ul style="list-style-type: none"> • Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 Dominguez	<ul style="list-style-type: none"> • 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). 	<ul style="list-style-type: none"> • Dr. (c) Nutrition Area by the University of Leon (Spain). 	<ul style="list-style-type: none"> • Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> • SN217-Ergogenic Aids • SN047-Eating disorders in sports • SN198-Basic aspects of nutrition • SN217-Nutrition and Sport • SN229-Study and Case Resolution for sports training
Dr. (c) Javier Costas	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - Professor's Training Course - FUNIBER (2015) - Training Course for Directors of Thesis - FUNIBER (2015) - Course of Teaching in Virtual Environments - FUNIBER (2015) 	<ul style="list-style-type: none"> • Dr. (c) in Education. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> • SN158-Physical activity for health with diverse diseases • SN160-Physical activity in seniors • SN229-Study and Case Resolution for sports training

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Jhonny Espinoza	<ul style="list-style-type: none"> • 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) • Tutor and Thesis Director, Fundación Universitaria Iberoamericana (FUNIBER) (2010 - present) 	<ul style="list-style-type: none"> • Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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) Juan Tortajada	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • Dr. (c) in Education. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • TI025-e-Business and its Integration with Corporate Management Systems • TI017-Integration of business management systems • TI018-Innovation, Culture and Work Management in the Communication Society • TI016-Business Intelligence

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Julián Brito	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - Professor's Training Course - FUNIBER (2015) - Training Course for Directors of Thesis - FUNIBER (2015) - Course of Teaching in Virtual Environments - FUNIBER (2015) 	<ul style="list-style-type: none"> • Doctorates in Education, Universidad Internacional Iberoamericana, Mexico. 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD036-Human resources auditing • DD093-Emotion, communication and conflict • DD097/DD098-Mediation • DD040-Conflict Resolution and Negotiation Techniques
Dr. (c) Liliana Valdés	<ul style="list-style-type: none"> • 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) • Academic Coordinator of Master's programs and area of expertise in Tourism of the Fundación Universitaria Iberoamericana, Barcelona (July 2013 - current) • Professor on Virtual Campus on the area of Tourism of the Fundación Universitaria Iberoamericana. Barcelona (July 2013 – present) 	<ul style="list-style-type: none"> • Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Lina Pulgarin	<ul style="list-style-type: none"> • 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 Quality, Prevention and Environment, Fundación Universitaria Iberoamericana (June 2008 - present) • Professor in post-graduate programs in Environmental Management and IP004-Occupational Health, Fundación Universitaria del Área Andina-Seccional Pereira (January 2011 - present) • COMPLEMENTARY TRAINING: <ul style="list-style-type: none"> - “Teaching in virtual environment” course (FUNIBER) (September 2014) 	<ul style="list-style-type: none"> • Dr. (C) in Projects by Universidad Internacional Iberoamericana (Mexico). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • IP059-Fundamentals in Occupational Risk • MA098-Business Environmental Management ISO 14001 • DD133-Occupational Risk Prevention: OHSAS 18001 • MA001-Introduction to Sustainable Development • MA012-Environmental Impact Assessment • MA249-Analysis of product lifecycle and carbon footprint • MA245-Agreements, negotiations and instruments for climate change • MA248-Science and politics of climate change • MA282-Climate Change Mitigation • MA246-Vulnerability and adaptation to climate change
Dr. (c) Manuel Masías	<ul style="list-style-type: none"> • Systems Engineer from the University of Piura (Peru). • Master in Strategic Direction in Information Technologies by the University of Leon (Spain). 	<ul style="list-style-type: none"> • Dr. (c) in Project Engineering by the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • T1034-Languages and programming paradigms • T1035-Architectures, networks and distributive systems • T1036-Web technology and engineering • T1037 - Integral Design and Analysis of Systems and Requirements • T1038-Data model and database design • T1040-Database management and information resources • T1041-Business software processes

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Marcelino Diez	<ul style="list-style-type: none"> • 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, Fundación Universitaria Iberoamericana, FUNIBER (2011- present) • Post-graduate Professor, Universidad Católica Andrés Bello, UCAB (2004- present) 	<ul style="list-style-type: none"> • Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
Dr. (c) Maria E. Luna Borgaro	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - Professor's Training Course - FUNIBER (2015) - Training Course for Directors of Thesis - FUNIBER (2015) - Course of Teaching in Virtual Environment - FUNIBER (2015) 	<ul style="list-style-type: none"> • Doctorate in Education, Universidad Internacional Iberoamericana in Mexico, ongoing (2014-) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • TR024-Management Techniques and Organizational Leadership • DD043-Stress and Burnout • DD042-Time management and conducting meetings • DD049-Neurolinguistic programming (NLP) • DD039-Interpersonal communication technique • TR024-Management Techniques for Work Teams • DD044-Public Speaking Techniques • TR046-Strategic Management of Human Resources • SN228-Study and Case Resolution for management skills

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Maria Eugenia Falabella	<ul style="list-style-type: none"> • Master of Arts Degree in Linguistics with a Specialty in Teaching English as a Foreign Language, University of Granada, Spain (2009). • <i>Degree in Teaching of English</i>, by the Catholic University of La Plata (2006). 	<ul style="list-style-type: none"> • Dr. (c) in Education. Universidad Internacional Iberoamericana in Mexico 	<ul style="list-style-type: none"> • Master in Teaching Spanish as a Foreign Language • Master in Teaching English as a Foreign Language 	<ul style="list-style-type: none"> • FP038- Spanish Grammar for SFL professors • FP022- Communication and pragmalinguistic proficiency • FP023- Language, culture and bilingualism • FP026- Teaching Vocabulary
Dr. (c) Maria Fernanda Figueroa	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - Professor's Training Course - FUNIBER (2015) - Training Course for Directors of Thesis - FUNIBER (2015) - Course of Teaching in Virtual Environments - FUNIBER (2015) 	<ul style="list-style-type: none"> • Doctorate in Sports Management Projects (2013-present) 	<ul style="list-style-type: none"> • Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> • DP004-Management Techniques for Sports Teams • 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 • SN229 - Study and case resolution for sports training
Dr. (c) Mariacarla Marti	<ul style="list-style-type: none"> • 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 Collaborator, Fundación Universitaria Iberoamericana (29/06/2015) • Professor and Researcher, ISA Universidad de las Artes, Cuba (04/09/2005) • COMPLEMENTARY PREPARATION: <ul style="list-style-type: none"> - Teaching on virtual environments of learning, Fundación Universitaria Iberoamericana (12/2015) - Education for Directors of Thesis, Fundación Universitaria Iberoamericana (08/2015) - Education for Professors, Fundación Universitaria Iberoamericana (08/2015) 	<ul style="list-style-type: none"> • Doctorate Degree in Education (in progress) 	<ul style="list-style-type: none"> • Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> • SN050-Sport Psychology • SN229-Study and Case Resolution for sports training

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Mariángeles Avendaño	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Dr. (c) in Education. Universidad Internacional Iberoamericana in Mexico 	<ul style="list-style-type: none"> • Master in Teaching English as a Foreign Language 	<ul style="list-style-type: none"> • FP011-Tasks & Projects • FP014-Learning Strategies • FP010-Computer Assisted Language Learning • FP002-Observation & Research • FP005-Teaching Pronunciation • FP015-Curriculum & Course Design
Dr. (c) Mauricio Pulgarín	<ul style="list-style-type: none"> • 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) • Fundación Universitaria Iberoamericana (2012 – present) • Universidad Santo Tomas – Open and Distant Education (January-December 2008) • Politécnico Metropolitano (January 2008-December 2008) 	<ul style="list-style-type: none"> • Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Natalia Blázquez	<ul style="list-style-type: none"> • M.Sc. IN AGRICULTURE AND ENVIRONMENTAL SCIENCE (ENVEURO) a European Master Degree with a double degree from the University of Copenhagen and the Swedish University of Agricultural Sciences (Copenhagen, Denmark, and Uppsala, Sweden). An expertise in conservation and management of hydraulic resources, lands, and ecological restoration (2013 - 2015) • CHEMICAL ENGINEERING (equivalent to M.Sc.), expertise on the environment, the management of water, energy technology and sustainability. Universitat Politècnica de Catalunya, Barcelona (2004 - 2012) • Writer, Editor and Designer of Teaching Guides, Editorial Vicens Vives, Barcelona (2015 - present) • Consultant (Management of Polluted Lands), Environmental Resources Management, Barcelona (2015) • Professor and tutor of courses, projects and programs of higher education in virtual environment modes, Fundación Universitaria Iberoamericana, FUNIBER, Barcelona (2015 - present) • COMPLEMENTARY PREPARATION: <ul style="list-style-type: none"> - Training for Professors (FUNIBER) December 2015 - Training for Thesis Directors (FUNIBER) December 2015 - Training on Virtual Learning Environments (FUNIBER) December 2015 	<ul style="list-style-type: none"> • Dr. (c) in Projects. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • Master in Environmental Management and Auditing 	<ul style="list-style-type: none"> • MA057-Introduction to the Application of Renewable Energies • MA059-Solar thermal energy • MA060-Photovoltaic solar energy • MA061-Hydraulic energy • MA062-Wind Energy • MA063-Geothermal energy • MA064-Biomass energy
Dr. (c) Nelson Yepes	<ul style="list-style-type: none"> • 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) • Virtual Master's Tutor, Fundación Universitaria Iberoamericana, FUNIBER, University of Catalonia, Spain (2008-present) • Research Professor CVIac (Colciencias), University of Antonio Nariño, UAN, (2004 - present) • COMPLEMENTARY PREPARATION: <ul style="list-style-type: none"> - Course "Training for Thesis Directors", FUNIBER, (December 2015) - Course "Training for Professors", FUNIBER, (December 2015) - Course "Teaching in Virtual Learning Environments", FUNIBER, (June 2015) 	<ul style="list-style-type: none"> • Doctorate in Projects, with emphasis on Industrial Technology, Bogotá D.C. 2014 Universidad Internacional Iberoamericana UNINI, Mexico (ongoing) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • DD072-Computing Tools for Project Management • FP092-Methodology of scientific research

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Roberto Fabiano Fernández	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - Course: "Training for Thesis Directors", FUNIBER, (2015) - Course: "Training for Professors", FUNIBER, (2015) 	<ul style="list-style-type: none"> • Dr. (c) in Engineering and Knowledge Management, Federal University of Santa Catarina (2014-present). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - Course: "Training for Thesis Directors", FUNIBER, (December, 2015) - Course: "Training for Professors", FUNIBER, (December, 2015) 	<ul style="list-style-type: none"> • Dr. (c) in Engineering and Knowledge Management, Federal University of Santa Catarina (2014-present). 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Santiago Brie	<ul style="list-style-type: none"> • Master in Design, Administration and Project Management, Fundación Universitaria 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: <ul style="list-style-type: none"> - Training for Professors (FUNIBER) December 2015 - Training for Thesis Directors, FUNIBER, (December 2015) - Teaching in Virtual Learning Environments, FUNIBER, (July 2015) 	<ul style="list-style-type: none"> • Dr. (c) in Projects. International University Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Master Degree in Professor Training University of Seville (2014) • Masters in HR • Legal studies centers of Granada (2013) • Professor-Tutor, Fundación Universitaria Iberoamericana (December 2015-present) • HR Officer, GFI Informática (August-November 2015) • COMPLEMENTARY PREPARATION: <ul style="list-style-type: none"> - Training for Professors (FUNIBER) December 2015 - Training for Thesis Directors, FUNIBER, (December 2015) - Teaching in Virtual Learning Environments, FUNIBER, (July 2015) 		<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD032-Performance Evaluation and Management by Competencies • TR046-Strategic Management of Human Resources • DD030-Position analysis, description and value • DD034-Training and career plans • DD048-Quality as a Management Tool for Human Resources • DD103-Conflict Resolution/transformation in the organization

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Silvana Marin Garat	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - Course "Training for Professors" FUNIBER, (December 2015) - Course "Training for Thesis Directors" FUNIBER, (December 2015) - Course "Teaching in Virtual Learning Environments" FUNIBER, (July 2015) 	<ul style="list-style-type: none"> • Doctoral Candidate in project developments, Universidad Internacional Iberoamericana (UNINI)- MEXICO (2014) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • FP092-Methodology of scientific research

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Tania Herrera	<ul style="list-style-type: none"> 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 Rios, 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: <ul style="list-style-type: none"> Course: "Teaching in the Virtual Environment" FUNIBER (September 2014) 	<ul style="list-style-type: none"> Dr. (c) in Education. Universidad Internacional Iberoamericana (Mexico) 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> DD1013-Clinical Epidemiology DD1004-Health Economics DD1007-Health Planning
Dr. (c) Virginia Miguel	<ul style="list-style-type: none"> Master Degree in Compulsory Secondary Education, University of Valladolid (07/2011) Higher Degree, Bachelor's in German Philology, University of Valladolid (07/2010) Professor of Spanish and German Language Government of Cantabria. Department of Education, Culture and Sport (09/2015) Master's Professor in Education, FUNIBER (09/2014) Master's Professor in Teaching Spanish as a Foreign Language, FUNIBER (09/2014) 	<ul style="list-style-type: none"> Dr. (c) in Education. International University Iberoamericana (Mexico) 	<ul style="list-style-type: none"> Master in Teaching Spanish as a Foreign Language 	<ul style="list-style-type: none"> FP030- Educational technology in language learning FP021- Learning Strategies FP031- Projects and Tasks

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Vivian Lipari	<ul style="list-style-type: none"> • 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) • Branch Director, Fundación Universitaria Iberoamericana, Sede Perú (March 2012 – present) • Coordinator of the Master in Strategic Management of Health Organizations, Coordinator of Health Humanization Associates Degree, Fundación Universitaria Iberoamericana, Sede Chile (June 2009 – present) • Professor in the Odontology Department, Health Humanization Program, Universidad Finis Terrae (July 2012 – present) • COMPLEMENTARY PREPARATION: <ul style="list-style-type: none"> - “Teaching in virtual environment” course FUNIBER, (September, 2014) 	<ul style="list-style-type: none"> • Dr. (c) in Projects. International University Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD1010-Assistance quality and patient security • DD1008-Health Services Management • DD1012-Health Systems
Dr. (c) Wánderon Oliveira	<ul style="list-style-type: none"> • Master Degree in Information Sciences, Federal University of Santa Catarina, Brazil (2014). • Bachelor's in Library from the Federal University of Ceara (2011). 	<ul style="list-style-type: none"> • Dr. (c) in Projects. International University Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • SN228-Study and Case Resolution for management skills • TR026-Business Administration and Management

TUTORS				
PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. (c) Xabel García	<ul style="list-style-type: none"> • Masters in Innovation and Research in Physical Activity and Sports Sciences by the University of Leon. (September 2013) • Graduate in of Physical Activity and Sport Sciences from the University of Leon. (September 2012) • Head Coach of Physical Strength and Condition in Leonesa Sporting and Culture "First Team" (2015-2016) • Coordinator of Physical Trainers in Leonesa Sporting and Culture "First Team". 2015-2016 Season. • Physical Trainer in Leonesa Sporting and Culture "First Team " (2014-2015) 	<ul style="list-style-type: none"> • Doctorate. Role of resilient profile, coping strategies and the optimism in stress levels-recovery of the athlete in competition. Since 2013. 	<ul style="list-style-type: none"> • Master in Physical Activity: Sports Training and Management 	<ul style="list-style-type: none"> • FP092-Methodology of Scientific Research • SN228-Study and Case Resolution for management skills
Dr. (c) Yini Miró	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • Dr. (c) in Projects. International University Iberoamericana (Mexico) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • DD026-Collaborative Work in Virtual Environments

EXTRAORDINARY PROFESSORS

PROFESSOR	CV SUMMARY	DOCTORATES	PROGRAM	COURSES HE/SHE TEACHES
Dr. Carlos Sierra	<ul style="list-style-type: none"> Industrial Engineer from the Polytechnic University of Catalonia (Spain). Associate Professor at the Polytechnic University of Catalonia (Spain). Has also participated in software, development and other projects of related topics. Has made contributions in congresses. 	<ul style="list-style-type: none"> A doctorate in Engineering from the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> T1037 - Integral Design and Analysis of Systems and Requirements
Dr. Roberto Ruiz	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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). 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> TR027-Cultural heritage and tourism
Dr. Santiago Tejedor	<ul style="list-style-type: none"> Bachelor's in Journalism by the Autonomous University of Barcelona (Spain). Master in Communication and Education from the University of Barcelona (Spain). 	<ul style="list-style-type: none"> Dr. in Journalism from the Autonomous University of Barcelona (Spain). Dr. in Project Engineering from the Polytechnic University of Catalonia (Spain). 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> DD046-Personal Marketing Relational Marketing DD169-Communication management policies DD168-Distribution management policies DD039-Interpersonal communication technique DD044-Public Speaking Techniques

PHYSICAL DESCRIPTIONS OF THE MAIN STRUCTURES WHERE THE INSTITUTION SHALL CARRY OUT ITS OFFERINGS

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 in the ISO 9001-2000 certification held by the sponsor, is transferred to the certified processes that the University now has incorporated in all the elements of this catalog. Transfer processes are the following administrative processes related to educational services:

- Purchasing and procurement;
- Admissions;
- Scholarship funds;

- Customer satisfaction;
- Management of inquiries, complaints, claims and suggestions;
- Training;
- Staff training and induction;
- Enrollment;
- Student induction process to the program;
- Student records; and,
- Systemized invoicing.

All of these processes and records are displayed in a computer system that was transferred to the University with processes that have been certified and tested in university processes. This system allows the University to provide the extensive experience it has gathered.

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. This experience emerged from the work done to monitor progress in more than 40 universities around the world, for which a computer system has been developed that allows the management of the academic data of a person throughout their academic life, and which the Univeristy 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.

POLICY ON UNAUTHORIZED ACCESS TO SERVER

University servers are considered assets and therefore their security is quite cmprehensive 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.

University servers are located in restricted-access sites, and the access to its premises is allowed only for authorized personnel who must ask for the keys or passwords necessary for access.

Computer access to the server will be controlled by software made for this purpose, and the system relies on tracking devices to detect any breach. The computer access is controlled by an account and access password verification mechanism which will be distributed by the responsible IT officer and will be kept sealed in the Rectorry.

If a student accesses the servers without authorization, this will be regarded as 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 unconfigures the information technologies of the University, its properties or third persons, threatens access and information and jeopardizes the security to create intellectual products, resulting in damage to the institutional order. Such behavior will be punished with a disciplinary action in accordance with University regulations, as well as other actions of the law.

The University catalogs as unacceptable, not ethical and cause for disciplinary action up to and including 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 of third parties. The institution will punish any person who interferes with the use for which information resources are directed at, attempts to get or obtain unauthorized access to these resources, or who, without authorization destroys, alters, dismantles, unconfigures, or impedes the right to access or otherwise interferes with the integrity of computerized information or the information resources.

Reading this institutional policy is compulsory for the users of the information system at the time of being granted access to the same. 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.

INFORMATION ABOUT THE ADMINISTRATORS

INFORMATION ABOUT THE ADMINISTRATORS (OF THE FACULTY)

I. IDENTIFICATION OF POSITIONS, OFFICIALS, AND ORGANIZATION CHART

For institutional administration, the following duties are assigned to their respective position:

- Rectory;
- Dean of Academic and Strategic Management;
- Department Coordination;

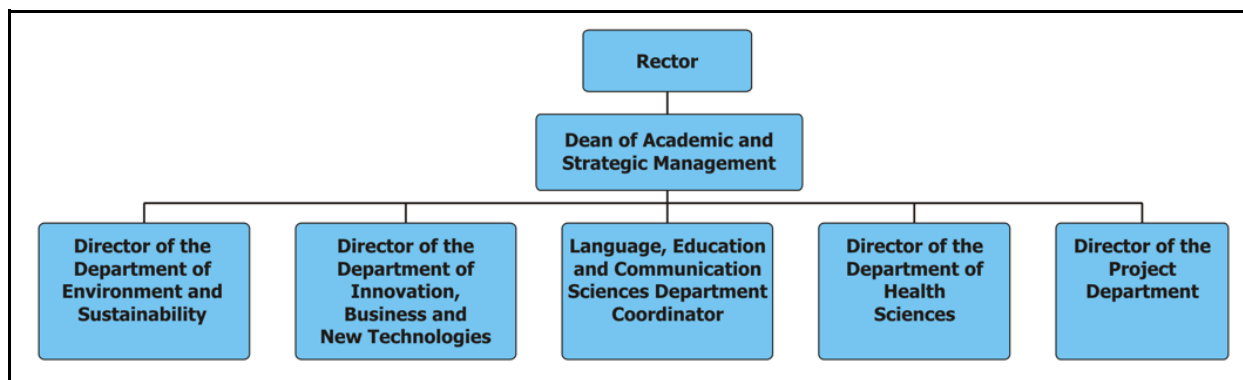


Figure 1.4: Organizational Chart of the Academic Administration.

II. IDENTIFICATION OF THE OFFICERS

II.1. The Rectory and Department Directors

Below is the academic history of the Rector and the Department Directors in regards to: position, academic degree, and the institutions where they obtained their degree or diploma:

OFFICIAL	POSITION	TITLES / DEGREE	INSTITUTION
Carmen Rita Román Rosario	Rector	DBA in Business Administration	Pontifical Catholic University of Puerto Rico, Ponce Campus.
		Master in Business Administration, Specialty in Information System and Marketing	Pontifical Catholic University of Puerto Rico, Mayagüez Campus.
		Bachelor's in Business Administration, Major in Marketing	University of Puerto Rico, Río Piedras Campus.
Eduardo García Villena	Environment and Sustainability Department Director	Technical-Superior Industrial Engineering with specialization in Energy Techniques.	Escuela Técnica Superior de Ingenieros Industriales. Universidad Politécnica de Cataluña. España, 1996.
		Master in Engineering and Environmental Technology.	Universidad Politécnica de Cataluña. España, 2006.
		Doctorate in Project Engineering: Environment, Quality, Safety and communication.	Universidad Politécnica de Cataluña. España, 2011.

OFFICIAL	POSITION	TITLES / DEGREE	INSTITUTION
Jorge Crespo Álvarez	Innovation, Business and New Technologies Department Director	Doctor in Civil Engineering	University of Cantabria, Santander, Spain.
		Superior Bachelor's Degree.	Ministry of Education, Social Politics and Sports, Spain.
		Civil Engineer.	Higher Polytechnic Institute of José Antonio Echeverría, Cuba).
Jesús Arzamendi Sáez de Ibarra	Language, Education and Communication Sciences Department Director	Major in Romance Philology (specialty: Spanish Language)	Universidad de Deusto. Spain 1973.
		Doctorate in Philology	Universidad de Deusto. Spain, 1983.
Maurizio Battino	Health Sciences Department Director	Major in Biological Sciences	Universidad de Boloña Italy 1984
		Doctorate in Science	Universidad de Catania Italy 1990
		Post Doctoral Studies	Universidad de Granada Ministry of Education and Science Spain 1993-1994
Roberto Álvarez	Project Department Director	Architect	Universidad de Buenos Aires - Argentina
		Strategic Planning Graduate	Universidad de Buenos Aires - Argentina
		Evaluation of Investment Projects for non-specialists Graduate	Universidad de Buenos Aires - Argentina
		Strategic Management Specialist design. Project Management and Design	Universidad de Buenos Aires - Argentina - Universidad Politécnica de Milán
		Doctorate in Project Engineering	Universidad Politécnica de Cataluña

INFORMATION ABOUT THE ADMINISTRATORS (OF THE INSTITUTION)

I. IDENTIFICATION OF POSITIONS, OFFICIALS, AND ORGANIZATION

For institutional administration, the following duties are assigned to their respective position:

- Rectory;
- Chief Academic Officer;
- Dean of Academic and Strategic Management;
- Dean of Administration and Finance;
- Dean of Students Affairs; and
- Technology Director.

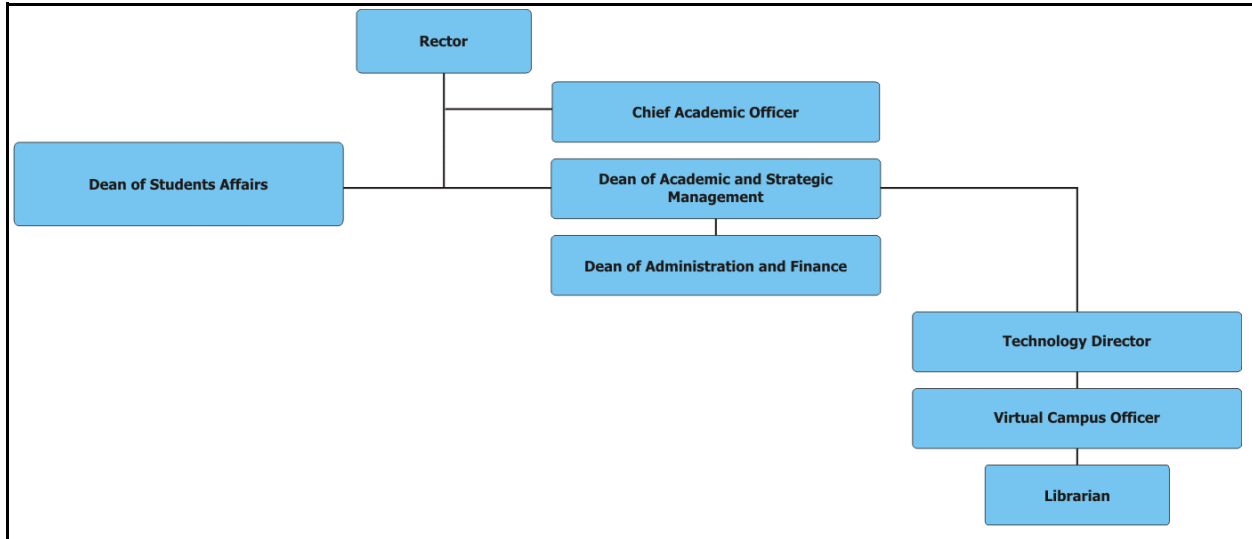


Figure 1.5: Organizational Chart of the Institutional Administration.

II. IDENTIFICATION OF OFFICERS

II.1. Essential data of the officers

Below is the academic information for key officials in regards to position, academic degree, and institutions where 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).
Mónica Gracia Villar	Chief Academic Officer	Doctorate in Project Engineering: Environment, Safety, Quality and Communication.	Universidad Politécnica de Catalunya, Spain (2014).
		Master in Strategic Management.	Universidad de León. Spain, 2009.
		Degree in Information Science.	Universidad Autónoma de Bellaterra. 1995.

OFFICIAL	POSITION	TITLES / DEGREE	INSTITUTION
Ana Rodríguez Zubiature	Dean of Academic and Strategic Management	Doctorate in Applied Economics.	Universidad de Palmas de Gran Canaria, Spain.
		Diploma of Advanced Studies: Applications to Finances and Insurance, Sectorial Economy, Environment, Infrastructure and Transportations.	Universidad de las Palmas de Gran Canaria, Spain.
		Degree in Oceanography, Specializing in Coastline Management.	Universidad of Palmas de Gran Canaria, Spain.
Carol Morales Miranda	Dean of Administration and Finance	Bachelor's in Business Administration with a major in Accounting	University of Puerto Rico in Utuado (2005)
		Master's in Business Administration with a major in Human Resources	University of Phoenix in Guaynabo, Puerto Rico (2009).
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)
Manuel Masías	Technology Director	Master in Strategic Management of Information Technology.	Universidad de León (ULEon), (Spain, 2009).
		Doctor (c) in Project Engineering	Universidad Politécnica de Catalunya (UPC), (Spain, 2005)
Kilian Tutusaus	Responsible for the Virtual Campus	Doctor in Project Engineering: the Environment, Safety, Quality and Communication	Universidad Politécnica de Catalunya (UPC), (Spain)
		Master in Environmental Engineering	Chemical Institute of Sarrià (IQS), (Spain, 2001)
Gerinaldo Camacho	Librarian	Doctor in the Economic Development and Integration, and Territorial Program.	Universidad de León (2015).
		Master in Library and Information Sciences.	Universidad Interamericana de Puerto Rico, Campus of San Germán (2004).
		Bachelor in Arts in Social Sciences.	Universidad de Puerto Rico, Campus of Mayagüez (2000).

INSTITUTIONAL POLICY THAT GUARANTEES THAT STUDENTS WILL BE ABLE TO FINISH THEIR STUDIES IN CASE OF PROGRAM OR INSTITUTIONAL CLOSURE

If the University should close, it ensures the completion of studies of all the students according to the following criteria and indications.

Upon closing programs or the University, the University will:

- Maintain a student service office for a year of operation to meet needs and resolve each incident as required.
- Inform every student in writing of their administrative, economic and academic situation.
- Issue accumulative grade certificate and academic progress according to individual demand up to the last grade given while the University was in operation.
- The role and position of the Rector and the Chief Academic Officer will continue to operate for one year.

Upon closing programs or closing the University, the University will:

- Case A. Students who have advanced up to 50% of their program:
 - They will be issued certificates for the courses taken.
 - They will be withdrawn from the University.
- Case B. If students have advanced to 75% of their program:
 - They will be given a term to finish the program equivalent to 25% of the remaining time, not to exceed 6 months.
 - They will be given a term of 6 months to complete their final program and apply the provisions of Case C.
 - They will be allowed to continue using the Virtual Campus while taking courses with minimal tutorial services.
 - If the Virtual Campus Service is not available, the study material will be issued in digital format.
 - If the student fails to meet deadlines, they will fall under the terms of Case A.
 - If the student meets deadlines and completes the program, the respective certificates and diplomas will be issued.
- Case C. In case of students that must only complete their final project for the program.
 - They will be given a term of 6 months to complete their final projects.
 - They will not be provided with the virtual campus but will have a general program tutor who will support them in completing their final project.
 - If the student fails to meet deadlines, they will fall under the terms of Case A.
 - If the student meets deadlines and completes the program, the respective certificates and diplomas will be issued.
- Case D. If students who have completed their program and are awaiting final certification.

- The University will award the diplomas and certificates required.

The University's records will be given to a person designated by the University's authority in accordance to existing laws and regulations of the country for these cases. In the absence of a system that covers the protection and / or validity of records, documents will be placed in legal custody as provided by the law and regulations of the country.

Note:

- In case of University closure, the cost of diplomas, certificates and other documents will be according to the last value of the fee which the University had at the time of closing.
- In case of program closure, the cost of diplomas and certificates and other documents will be the current cost set by the University at the time of application.
- In case of documents not covered, the Rector will set a cost which shall be reported to the applicant.

OFFERED PROGRAMS AND THEIR OBJECTIVES

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

Master in Teaching Spanish as a Foreign Language (TSFL)

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.
- 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, specialized written texts in English 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 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 as a foreign language.
- Properly incorporate and integrate development of the language skills in the Spanish as a foreign language 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 in the 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 as a foreign language, 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 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 the applied linguistics to the teaching of foreign languages, in particular the 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 the Spanish.

Master in Teaching English as a Foreign Language (TEFL)

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.
- 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 Spanish as a foreign language 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 implications that this role currently played by English as the language of global communication, may have for teaching English as foreign/second language.
- 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 as a foreign language, 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 as a foreign language.
- 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 the 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 the English.

Master in Project Design, Administration and Management

By completing this program, students will be able to:

- Recognize basic concepts within the project area.
- Describe different team management techniques.
- State the project specifications.

- Estimate the project's security and reliability.
- Establish the project's environment.
- Apply corporate social responsibility within projects.
- Show knowledge of financial management.
- Describe key aspects of the administration and business management areas
- Create project systems.
- Project planning and management.
- Compare the project's services provided and its functional aspects.
- Plan and manage strategically.
- Formulate the project's ergonomics.
- Formulate the basics of a draft.

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 in the field of projects in architecture and urban planning.
- Identify the different team management techniques.
- State the project specification.
- Estimate the security and reliability of the project.
- Locate the environment of the project.
- Describe key aspects in the field of business administration and management.
- 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 within the projects area specialties in innovation and product.
- State the project specifications.
- Estimate the project security and reliability.
- Locate the project's environment.
- Identify key aspects within the area of business management and administration.
- Design project systems.
- Analyze the services to be offered and the project's functional aspects.
- Manage and plan projects strategically.
- Design the ergonomics of a project.
- Organize by applying organizational knowledge and learning.
- Plan and manage projects.
- Formulate the basics of a draft.

Masters in Strategic Management with a specialty in Management

By completing this program, students will be able to:

- Describe the strategic process of organizational management.
- Explain organizations with an integral vision: from the point of view of quality, environment, ethics and social responsibility.
- Generate proposals that integrate whole and local processes, in the planning, direction and management of a business.
- Formulate organizational processes with a strategic approach, at different levels (marketing, human resources, logistics and operations, finance), based on international norms and standards of quality, as tools of sustainable business management.
- Apply Information and Communication Technologies in the field of corporate governance and management.

- Analyze the current situation of an organization and establish improvements in their processes using ICT tools.
- Practice functions associated with the strategic management of human resources and develop them competently.
- Promote leadership values and practices during teamwork.

Master in Strategic Management with a specialty in Information Technology

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

- Integrate ICT technologies, applications and services in business and multidisciplinary environments.
- Automate corporate management by applying concepts and techniques of systems integration and its mechanisms of organizational deployment and integration.
- Manage information systems, services and facilities, making use of strategic tools and techniques, providing and aligning the IT vision to the business strategic plan.
- Design and implement an ICT project.
- Design a strategic plan focused on a functional model of human and technical resources management.
- Administer and manage technological projects of integration, development and innovation, with criteria for quality and guarantees of security for people and goods.
- Manage the ICT tools and services of the company by integrating BI, data warehousing and data mining for decision-making.
- Implement e-commerce solutions and social media strategies, in accordance with the strategies of the organization and in criteria of efficiency, quality, standards and models of good practice.
- Adapt products, services and processes of the organization in light of new technologies as they become available.
- Analyze the current situation of the organization and establish improvements in their processes using ICT tools.
- Explain and apply the operation and organization of next-generation technologies, intermediary software and services.
- Manage and evaluate mechanisms for certification and guarantee of security in the treatment and access to information in a local or distributed processing system.
- Analyze the information needs that arise in an environment and learn about the process of constructing an information system.

- Evaluate servers and applications suitable for business environments.
- Analyze and propose solutions for work through knowledge management technologies.
- Explain and apply the latest advances in development processes and software design focused on the user.
- Apply the latest technological methodologies for the development and deployment of web applications and web applications based on services.
- Model, design and manage databases and large volumes of information.
- Design parallel and distributed systems, using the coordination paradigm or component-based technologies to address the development of these types of systems.
- Identify and analyze the appropriate criteria and characteristics for specific problems in the area of distributed systems and intelligent systems, as well as the best strategies for their solution.

Master in Strategic Management with a specialty in Telecommunications

By completing this program, students will be able to:

- Integrate telecommunication technologies, applications and services in business and multidisciplinary workspaces.
- Automate corporate management by applying concepts and techniques of systems integration and its mechanisms of organizational deployment and integration.
- Manage telecommunication systems, services and facilities, making use of strategic tools and techniques, providing and aligning the IT vision to the business strategic plan.
- Design and implement a telecommunications project.
- Design and develop a strategic plan, direction, coordination and management focused on a functional model of management of human and technical resources.
- Administer and manage technological projects of integration, development and innovation, with criteria for quality and guarantees of security for people and goods.
- Manage the telecommunication tools and services to ensure the security of networks.
- Adapt products, services and processes of the organization in light of new technologies as they become available.
- Apply knowledge acquired in the solution of problems in new or relatively unknown environments and in broad and multidisciplinary contexts within the field of telecommunications.

- Explain and apply the operation and organization of next-generation technologies in telecommunications.
- Understand the current market for telecommunications and integrate BI tools, data warehousing and data mining for strategic decision-making.
- Explain and implement the legislation and regulations in force in the field of telecommunications.
- Apply techniques for the development, strategic planning, direction, coordination and technical and economic management of telecommunications projects according to quality and environmental criteria.
- Apply general techniques for management, technical management and management of research, development and innovation projects in business environments and technology centers.

Master in Environmental Management and Audits

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

- Memorize the different key aspects in sustainable development.
- Apply the methodology of scientific investigation.
- Identify the main environmental impacts of the activities of a company.
- Evaluate the impact of the activities.
- Choose the best option to prevent, control and mitigate said impact.
- Implement an environmental system in a company through the ISO 14001.

Master's in Sports Training and Management

By completing this program, students will be able to:

- Analyze and solve situations related to the scope of the 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 the field of sports training.
- Implement strategies to ensure the final quality of the professional tasks from the scope of sports performance 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 the information and communication technologies in the professional field for the solution of tasks in the field of sports performance.
- Apply so critical and reflexive knowledge acquired in the practical solution of the academic and professional tasks that are proposed in relation to the field of sports performance.
- Explain the legal and contextual framework of sport training, as well as the management processes that emerge.
- To 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 us to continue training and learning in the field of sports management by both the contacts established with professors and professionals of the master, as a standalone mode.
- 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.
- To quantify 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 characteristics of the athlete 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.
- Understanding 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.

ACCESS TO BIBLIOGRAPHICAL RESOURCES ONLINE

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 existing projects 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 offer of 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 whose 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 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.

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 with the philosophy to offer services 24/7.

Librarian

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.

Objectives

UNINI's Virtual Library stores 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, it offers 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 the on-line teaching of the Virtual Campus.

Specific Objectives

- Maintain a tutorial module on the use and handling of the entire bibliographic service.
- Set up 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.
- Study 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.

- Maintain agreements with classroom libraries.
- Maintain a librarian catalog and documentary fund that allows autonomy of access based on an articulated structuring of the information.

BASIC LIBRARY AREAS AND SERVICES

1. Librarian Consultation

This area offers the services known by virtual reference where you interact 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.

Given that online material is mostly used, the following describes the general procedure for updating the online library

1. Detecting the needs	Develop semi-closed questionnaires and interviews to accurately detect the needs and demands of the different types of distance learning centers (public and private universities, foundations, associations and academies, centers of higher education). The questionnaires and interviews will be passed on and the collected data will be analyzed.
2. Model design(s)	Analyze the data concerning the needs and demands, laying down the changes to the bibliographic service model in its various sectors and areas. This includes: the classroom, the library and the bookstore and the classification and search design criteria.
3. Data search	Collect data and proceed to its corresponding analysis (web sites of all kinds that might be relevant) and its subsequent evaluation and classification/description.
4. Control/experimentation	Perform tests with pilot groups.
5. Assessment	Procedurally evaluate changes and improvements.
6. Memory drafting	Draft a final report to be submitted for review by managers.
7. Diffusion	Internal dissemination. Disseminate among teachers, administrators and changes to the library through the Campus. External Dissemination. Spread changes throughout the University community through the Campus and the Portal.

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, 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), *Psykhé* (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.

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.

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** with which one can be admitted to a University program and contact the staff of the same.
2. **The comfort** with which one will be able to study 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.

DESCRIPTION OF THE GUIDANCE COUNSELING PROGRAM

The guidance and counseling services will be offered virtually and onsite from the University. This seeks to offer 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 the integral training of the individual so as to promote the development of intellectual and socially emotional capacities.

Description of Counseling

Academic Counseling: the academic counseling assesses the interests, abilities, and limitations that may be displayed by the student. 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 can successfully achieve 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 their 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.

Those students who need professional counseling service may request it through the PANAL or by contacting us via email: consejeria@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.

ACADEMIC SECRETARY

The services of the Academic Secretary 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 the Academic Secretary is the variables that can affect the student's performance and satisfaction. During the guidance process, the individual charged with the Academic Governance will provide follow-ups to the student's record, from tuition fees, changes, readmissions and collaboration in the retention of students.

ADMISSION

For the graduate studies that are offered by the University, the following are the knowledge and equipment.

I. TECHNICAL REQUIREMENTS FOR TAKING DISTANCE LEARNING COURSES

The technical requirements are described in section a.02.b "technical skills and knowledge required to access and successfully complete studies" of this document.

II. DESCRIPTION OF THE TECHNICAL AND PROGRAM EQUIPMENT NEEDED TO TAKE COURSES AT A DISTANCE

The description of the technical equipment that supports the administrative and academic management systems and teaching system of the Virtual Campus have been described in section a.02.c "Description of technical equipment and software required to take courses at a distance" of this document.

REGISTRAR

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

Description of services to be offered at a distance 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, as well as control of the 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, distance services are listed related to Academic Follow-up.

SECURITY PROCEDURES FOR ACADEMIC RECORDS

Procedures and measures to be implemented to limit access to student records

Documentation of students will be safeguarded in a computer system.

Access to computing facilities will be guarded and highly monitored by digital lock access with an electronic key whose password will be changed every 6 months and will be held by the Dean of Administration and Finance.

Student documentation will also be physically preserved on paper printouts to be stored in special units by the Dean of Students Affairs. This executive will have an access key to these units which will be accessible with digital lock and electronic key. The password will be changed every 6 months by the Dean of Administration and Finance and it will be known by the Dean of Students Affairs.

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. The physical facilities and space of the documents are separated by a safe distance to be defined.

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 from the delivery of the same and to certify 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, honors, academic progress, among others. All of the student's credit transcripts are kept in this database. The Registrar's Office digitalizes each academic record so as to preserve all of the student's information.

Procedures and measures to be implemented to protect academic records from fire, flood and other disasters

Transcripts are safeguarded in physical and computer facilities.

Both types of facilities will have fireproof walls and anti-fire mechanisms for computational and printed material. All backup digital materials will be contained in anti-immersion, anti-shock and fireproof boxes. The documentation material will be stored in anti-immersion, anti-shock and flame resistant cabinets.

Additional digital copies will be kept outside of the offices of the Dean of Students Affairs.

PRIVACY POLICY TO PROTECT THE INFORMATION CONTAINED IN ACADEMIC RECORDS

The University comply 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, through Student Identification, allows students to access their information that the University handles. For any change, the student shall send a letter updating their information to the Dean of Students Affairs requesting the desired changes. The Dean may require clarifications. The Dean will change the student's registration for the desired terms and notify the student through digital media.

FINANCIAL AID

Description of financial aid available for students (if applicable)

UNINI will establish agreements with institutions to provide scholarships to students.

Scholarship eligibility will be based on analysis of socio-economic and family criteria, supported by authenticated or original documents.

Description of the means of communication to be used to report on the financial aid available (if applicable)

UNINI offers financial aid through the press and internal communication media and through student meetings.

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.

The alumni association is the natural extension of the student association and shall be governed by procedures generated by the alumni themselves.

The University will ensure that each organization maintains the principles that govern the institution.

POLICY ON STUDENT PARTICIPATION ON INSTITUTIONAL COMMITTEES

Students may participate with the Faculty in accordance with these regulations.

Directors will recommend the names of students participating in extracurricular activities and committees.

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

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.graciasvrs.com, where they can receive services in Spanish or English, thereby complying with the rules of the *Americans With Disabilities Act*.

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

RULES GOVERNING THE CONDUCT OF STUDENTS, THEIR PERFORMANCE, PROGRESS AND ACADEMIC PRODUCTION AND CLASS ATTENDANCE (PARTICIPATION AND INTERACTION)

A student of the University is considered a person responsible for his/her actions in ethical, moral and legal terms.

As learners and as contributors to the mission of the University, each one accepts all rules, regulations and statutes, and therefore has the right to participate in academic life.

I. RULES OF CONDUCT

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 acts impacting the ethics, morals and/or the integrity of themselves, the University, or third parties.
- 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.

II. PERFORMANCE STANDARDS

Regarding academic performance, a student of the University:

- Should 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.

All students must maintain a satisfactory academic progress as is mentioned in "III. Regulations on Satisfactory Academic Progress".

III. SATISFACTORY ACADEMIC PROGRESS STANDARD

III.1. Introduction

UNINI has several standards of academic progress for general application in its interest to guarantee academic excellence. The standard of academic progress contains the evaluation criteria to determine the student's 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 (S.A.P.) 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 tested.

III.2. Purpose

The purpose for the Standard of Academic Progress is to ensure that the student can complete the degree at the end of the two years required by the institution.

III.3. Objectives

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

IV. DEFINITIONS

- Attempted Credits - All credits that the student is enrolled in where the grade was not an A or B, or where he/she obtained an I (Incomplete).
- Credits approved - Credits of the courses attempted in UNINI where grades A or B were obtained.
- Grade Point Average (GPA) - 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.
- Academic Progress - The measure that shows whether the student passes the percentage (a 50%) of the credits attempted, versus those approved and the academic index equal to or higher than the established retention rate.

IV.1. Personnel Responsible for the Standard of Satisfactory Academic Progress

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

IV.2. Institutional standard

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 Academic Secretary and pay the corresponding costs to the Treasury Department.

IV.2.1. Appeal Process

1. Students who, according to the established criteria, have not met the Standard of Satisfactory Academic Progress, and as a result have been withdrawn, and who have also exhausted the two extensions of six months each, may appeal the decision before a committee appointed by the Rector and chaired by the Chief Academic Officer. The Dean of Student Affairs, the Academic Dean and Strategic Management, the Registrar and the Professional Counselor will form 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 Chief Academic Officer, 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. It will also send a copy of the decision to the Registrar's Office and 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.

V. ONLINE PERFORMANCE STANDARDS

Regarding academic performance, a student of the University:

- Will pass all subjects and graded activities with honesty and integrity.
- Will maintain an appropriate relationship between passed credits in courses versus the time spent online dedicated to their educational requirements.
- Connection time is the sum of sessions connected to the campus (a session counts as the difference between the time of entry into and the time of exit from the campus), and will equal class attendance.
- Must ensure that they balance the relationship between credits earned and approved, connection time and dedication to study.
- 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.
- Cannot be replaced or supplanted by any person, or replace or supplant any other person.

VI. ATTENDANCE AND INTERACTION IN CLASS

Regarding attendance and interaction in class, a student of the University:

- The student's participation and interaction in the subject or Virtual Campus will be taken into consideration in those evaluations as indicated; as specified in the Subject Evaluation.
- The evaluation of the student's participation varies in function to the subject. The participation and interaction may be evaluated in different manners, through, for example, evaluation and number of messages sent via the forums, virtual campus activity, etc.,. This information is detailed in the rubrics for the subject.
- Cannot engage in providing false information, change of identity or identity theft of self or others.

VII. INFRACTIONS AND DISCIPLINARY SANCTIONS: LEVELS, INVESTIGATION AND SANCTION MECHANISMS

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 a University Commission (UC).

The University's Commission is composed of at least 75% of Department Directors and a student. Its features are:

- The Commission shall be constituted annually, its members being changed annually at the beginning of the calendar year.
- The Commission is constituted by the Rector, and anyone nominated to the University's Commission may request non-participation for justified reasons in writing to the Rector.
- Directors stay in the position for one year. The Rector will respond in writing whether the petition is accepted or denied.
- The student will be chosen from students who have not undergone or are undergoing sanction processes. The student will be chosen in an open and public process announced by the Commission's Constitution and will be submitted to a vote among all of the students. In the case of a University organization, these organizations will name the student and voting will be discontinued, but the other requirements must be met. The membership duties of this Commission are personal and non-transferable.
- In case of vacancy, the Rector ensures full compliance with the constitution of this Commission.
- The Commission holds meetings using the guidelines provided by the University, recording their meetings and resolutions in minutes. These minutes will be taken by a member of the Commission who will serve as Secretary. This function will be nominated directly by the Rector.

- While a Commission is investigating and evaluating an infraction, it may require information from any University body, which should be delivered complete within the time requested. This request must be copied to the Rector, so that the process may be monitored. With the University's and a student's reputation at stake, no University body will take any action that can affect the image of the University or the student.
- The student under investigation is not considered guilty under any circumstances until the final resolution from the Commission.

The types of violations are:

- Less serious offenses will correspond to one or more of the following sanctions: Verbal warning, written reprimand, or conditional enrollment (student active with conditional note).
- Serious breaches will correspond to one or more of the following sanctions: Temporary suspension of participation in all University activities (withdrawn student) from one day to one academic period, cancellation of current registration and a temporary enrollment ban for the next academic period (withdrawn student), or, Prohibition of entry into the physical facilities and the University's computer services for the sanctioned period (stand-by student).
- Very serious infringements will correspond to one or more of the following penalties: Cancellation of the current registration and a temporary enrollment ban for the next two or three academic years (withdrawn student); Prohibition of entry into the physical facilities and the University's computer services during the sanctioned period (stand-by student); Expulsion from the University, which means an indefinite ban (withdrawn student).
- The sanctions will be recorded in the student's academic record.
- The imposition of disciplinary measures outlined above will be in accordance with the merit of mitigating circumstances or aggravating responsibility in each case. Having 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 University's Commission may, in certain cases, lower the sanction degree in exchange for alternative sanctions which promote the rehabilitation of the student and the benefit of the University community.
- Any student who commits any offense punishable under these rules, being punished with a suspension and would have been authorized by pardon to participate in any of the University's activities, will receive the maximum penalty of a serious infraction, unless the extenuating circumstances are highly qualified.
- Disciplinary measures will be applied without affecting the exercise of appropriate legal actions according to the law of the country. Being a Distance Education University, legal action outside the country or application of international standards is not excluded.

- Any University body (if they are students) that has provided false, misleading or incomplete information, will undergo this process. When those involved are officers or teachers, they shall be sanctioned with temporary suspension without pay for a period of one academic year. If there is a recurrence, they will be subject to procedures of removal from the University. This investigation will be conducted by the Commission following the same operating procedure.
- In the event that a member of the Commission commits acts that affect the proper performance of the Commission, the member shall be expelled from the Commission and the vacancy shall be filled by the Rector. This procedure will apply to a student. In case of officers or professors, they shall be punished with the temporary suspension of activities without pay for a period of one academic year. If there is a recurrence, procedure of removal from the University will be applied. This investigation will be conducted by the Commission following the same procedure.

Regarding the investigation and trial procedure:

- Any allegation of infringement by one or more students or of violation in the exercise of their rights must be submitted to the Dean of Students Affairs, who within three (3) working days must inform the Commission and the parties. The complaint must be substantiated in writing, with at least one identified author.
- Any person part of the complaint or with any direct role in the issue will be unable to participate in the resolution of the Commission or the Academic Council.
- The Commission may summon any member of the University's community as deemed appropriate during the process. Also, if justified, it may invite people from outside of the University to testify.
- The investigation in process will be confidential and may not exceed two calendar months after receiving the notification from the Dean of Students Affairs, excluding holiday periods, until a verdict is issued. The period may be extended for equal periods at the request of the Commission to the Rector, in writing and by a well-founded justification.
- During the substantiation of the procedure, the student(s) involved in serious cases may temporarily be suspended (stand-by). The suspension may be decided by the Rector on a proposal from the Commission without necessarily affecting the economic benefits of the student(s).
- Based on the investigation, a uniquely numbered file will be created in digital and hard copy, containing all the statements, actions and proceedings as they go along, as well as the accompanying documentation. The custody of such records will be the responsibility of the Dean of Students Affairs.
- Any oral statement may be recorded and a text will be reproduced in full and put in the record.
- Citations will be practiced in person whenever possible. Otherwise, they will be handled by e-mail with return receipt, or certified letter to the current address of the Deanery of Students Affairs (for students), and in the work place (for Professors or staff), leaving a written declaration of such

citations, with a copy for the Department Director with whom the student, professor or staff is associated. People from outside of the University will be invited to make statements through a certified letter. In every case, there will be written declarations on the record.

- Once the investigation or the pre-determined deadline is exhausted, the Commission declares the investigation closed and will file charges if applicable.
- The record will remain in the Deanery of Students Affairs and may not be reproduced by any means.
- Without damaging the confidentiality of the investigation, the day when the charges will be announced, the accused will have the right to see the record and he or she must sign the written declaration that he/she was informed. This signature does not imply guilt. The accused will have the next day 15 (fifteen) working days to present justification in writing to the Commission. In a term of 15 (fifteen) working days, the Commission will dictate the corresponding decision.
- The verdict of the Commission shall be notified to the parties in person and by letter to the address given by them, as proof of the date the notification was made.
- The parties will have a term of 15 (fifteen) days from the date of notification to see the record and Verdict. The appeal must be in writing, accompanied by justification, to the Dean of Students Affairs so it can be submitted to the Rector.
- If the parties do not make use of the appeal within the time specified, compliance with the ruling of the Commission will proceed.
- If the Commission does not respond to appeals and allegations within the time indicated, the process will be declared void.
- The Departments Council will resolve the second and the Senate the last instance. Knowledge of the appeal shall appear prominently on the session boards of these bodies.
- The parties have the right to personally present their case before the Academic Council when their appeal is analyzed. The parties cannot be represented by third parties.
- The Dean of Students Affairs shall notify the affected of the Council or the Senate resolution, will file the record permanently and send a copy of the final decision to the student's academic folder and Chief Academic Officer to issue the corresponding resolution.
- It is the duty of the Dean of Students Affairs to monitor the compliance with the sanctions established by the Commission, or whatever is decided by the Council or the Senate on appeal, informing all the authorities and the Department Director of the student or the students sanctioned.
- In the face of allegations involving a member of the University's community who is not a student but affects the rights of a student, the Commission will send the information collected to the higher authority or department, which would proceed accordingly.
- All recording and reporting will be safeguarded on digital media using secure encryption techniques to ensure the confidentiality of the process and those affected.

Types of violations:

1. Specific less serious offenses:

- Deny University identification when required.
- Commit public offense.
- Write on non-academic topics.
- Fail to appear on the date and time indicated to a subpoena of the Commission.
- Make improper use of University property or campuses.
- Use the name or logo of the University, its agencies and authorities, without authorization, whether committed within or outside the campuses.
- Be under the influence of alcohol at public events.
- Alter the normal development of any academic activity.

2. Specific serious infringements:

- Use or be under the influence of drugs.
- Provoke disorder or participate in any way, so as to prevent the development of University activities or use of any University unit.
- Disrespect members of the University community.
- Violate provisions adopted by the University's authorities.
- Enter campuses where there is a warning that prohibits entry.
- Perpetrate malicious acts intended to disrupt the legitimacy of any academic activity.
- Submit altered or false documents.
- Hide, damage, or destroy property, documents or instruments of the University, its students, staff or third parties.
- Perform acts against the prestige of the University or the community or its members.
- Perpetrate acts of violence, verbal or written against members of the University community, for example, threats, slander, defamation or interference in the exercise of their rights.
- Intervene without authorization into the information systems of the University or use these to intervene without authorization to external systems to the University.
- File maliciously false information to the Commission.
- Relapse of a less serious offense.

3. Specific very serious infringements:

- Impersonate a student in an academic assessment.
- Carry weapons on college campuses.
- Falsify documents of the University or of any kind.

- Commit acts of physical violence against people.
- Traffic, carry or store drugs or raw materials used to produce them.
- Misappropriate assets, documents or instruments of the University, a student, or a member of the community.
- Repeat a serious violation.
- Use the contents of the volumes for personal benefit or profit.

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

VIII. ABOUT ACADEMIC LIFE

The application of this regulation is the responsibility of the Dean of Students Affairs, who shall give an annual report on the outcome of its application for the consideration of the Rectory and Council Departments. Doubts about the interpretation of these regulations shall be resolved by the Dean of Students Affairs after consultation with the Council Departments. Changes to this policy will be resolved by the Council Departments and reported to the Dean of Students Affairs.

Upon commencing academic life:

- A student enters a program of study following the requirements for admission to the university and meets the requirements of the program that they choose.
- The student receives a copy of the Curriculum and Program of Studies 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.
- This action is done by the Dean of Students Affairs who will report to and maintain contact with the student.
- The student attends the courses following the program of studies. He/she receives access to the Virtual Campus and will receive printed material as studies progress during the approval of their enrolled subjects.
- At all times, the student is considered an active student, except when other events occur that lead to stand-by, withdrawn, egressed student, graduated or thesis student status.
- Students from other institutions or reinstated to the University have their own program of study if required. These students must complete with 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 use at the time of enrollment until two years after the nominal

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.

- Every student entering the first term of a program must perform and successfully complete the required socialization activities for distance learning. The results of such assessments are made known in the *following 2 weeks*, and each student will be accompanied 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.

Relating to Subjects and Their Grading:

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.

We use different subjective evaluation tools in the programs:

1. **Assignment:** This is an academic work that consists in the preparation and presentation, either individually or in a group, of an academic paper format (written, oral and/or audiovisual) whose nature and requirements will vary depending on the knowledge and skills that are looking to be evaluated with their implementation within the framework of each subject.

The work can have both a practical character (resolution of problems, case studies; analysis and design of materials, among others) as well as being a test. As such, it may be required in both the framework of the subjects and practices - in the case of programs that have - (Practice Reports) and the Master Thesis.

2. **Practice Activity:** Consists of an exercise or set of brief exercises through which the student must demonstrate that they are able to apply the knowledge and skills developed in the subject in the resolution of practical aspects, real or simulated, of the appropriate professional scope.
3. **Development Exam:** Consists of a type of test composed of open questions that, generally require drafting an expository, argumentative and/or descriptive text as an answer from which the student must demonstrate the acquisition of specific knowledge and skills. The

questions may have a theoretical and/or practical aspect: critical essays, problem solving, projects outlines, case analysis.

4. **Forum Activity:** This is an activity that is organized in the tool forum and involves a group work dynamic. In these types of activities the student must relate theory and practice, and demonstrate the ability to solve problems and apply knowledge to practice. This kind of task is used to stimulate and assess critical thinking skills, intercommunication, respect and collective work. Therefore, one of the main objective of this activity is reflection, as it offers students the opportunity to defend a position that may be contrary to their own.

The activity can adopt different formats according to the features, objectives and competencies that are being evaluated in each subject. These include, for example, debate activities on current issues related to the program's area of knowledge, study and discussion activities of practical cases, activities of problems solving and practical exercises, seminar research activities in small groups on a given topic, role playing activities, etc.

In these activities the student takes an interactive role with their peers while the teacher has several roles that occur temporarily: as a "facilitator" that strengthens the confidence of the students and their participation; as a "model" for students, showing with his/her own behavior the more positive interaction skills; as a "monitor" and "observer", detecting and helping problem solving situations; and, finally, as an "evaluator" that provides continuous feedback on the development of team work.

To participate in this type of activities, the student must prepare by reading materials and specific texts, watching videos, bibliographic search documentary, etc.

5. **Oral report:**

This evaluation tool allows students to defend their ideas in front of the professor or peers. Professors should establish a set of guidelines beforehand for the assessment, focusing primarily on the quality of the students' contributions, based on the context or situation established.

The advantage of this test, over others, is that it assesses the students' linguistic and communicative range and demonstrates his/her involvement in the topic. If the student has not prepared the report, it will be immediately obvious. Another variant of this type of work allows the tutor to see how the student expresses him or herself, his/her point of view regarding concepts and theories, the level of knowledge gained, etc.

To finish the program, students must carry out an oral defense (oral report) of their Master Thesis.

6. **Portfolio:**

Didactic tool that aims to reinforce the formative process of students and its reflexive competition in order to train competent professionals. The objective is to stimulate students into a reflexive habit that allows them to self-regulate their learning process; as well as create a link between theory and practical experience, observe how theory applies to the particular conditions where they work, and, from reflective processes, rework theories from the student's experience or create new concepts.

The portfolio has two main principles:

- An evaluative one, since it serves as the sample of work to be evaluated and at the same time so that the student may self-evaluate his/her self.
- Other educational ones, because it serves the student to take conscience of his/her performance, as well as to try new ways of action toward the future, from a retrospection on the same and the objectives set.

As can be seen in all of these tools, the student can use the approach of exercises on case and/or problems resolutions. The academic requirements involved will vary depending on whether they are integrated in an assignment, in a practical activity, in a test development or in forum activity. Given its widespread use, defined what is meant by these two types of exercises:

* Problem solving

This assessment task involves the presentation of a series of problems which the student must solve, in a time set by the professor or tutor, which comes in the guise of case studies and reflection exercises. Reflection exercises may determine if the student has selected the correct tool or course of action to follow regarding the question or case. This requires the student to apply acquired knowledge. After studying the problem the student must provide the solution that they find convenient, thus establishing the effectiveness of the teaching-learning process by calibrating the quality of student contributions.

Different tools may be utilized to apply this technique, for example, chat, email, forum, audio conferencing and video conferencing.

* Case Study

A case study is used to analyze a situation or problem already given or possibly given, based on the different factors involved, such as historic analysis, conditions, situations, etc.. This technique brings a sense of reality to the classroom and also allows students to thoroughly examine the case (Wassermann, 1994). A good case maintains the discussion focused on facts dealt in real-life situations.

This technique is intended for students to reflect on various situations that may occur in real life, related to receiving an education. Therefore, its objective is to present conflictive situations to develop their ability to reflect and to be able to make decisions about the best solution to the problem or problems.

Students will continue with the case until they can assimilate and fully understand it. Previous knowledge of the area where the case is based (through previous course readings and studies) is needed to support this technique.

The tutor must assess aspects such as student participation, scope, and applied solutions offered, creativity, problem-solving ability, the number and frequency of responses, etc. A case study requires preparation, individual or group, and a group discussion, where each participant expounds their views and provides solutions to the issues at hand, with the guidance of a professor or tutor.

b) Objective Assessment Techniques:

The objective assessment techniques refer to exams composed of open ended questions and/or direct answers. In the first case, the student must respond to the question asked of them by marking a single answer between several given options; 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.

Amongst the most common closed-ended type question, we find:

1. Multiple choice: These types of questions can be made in two ways: either by making a question and giving different possible answers of which only one is correct, while the others are distractors, i.e. incorrect answers; or from a common batch, i.e. a single statement, with different options that complement each other and of which only one is correct and the others are distractors.
2. True or False: From this kind of questions, the student must decide whether the statements are true or false
3. Of relation: As its name indicates, in these types of questions, the student must relate the elements of two lists formed by words or parts of a statement, one by one. The difficulty in answering these type of items is often reduced as the candidate progresses in answering them. Once the first pair of questions are answered, these are increasingly easy and the last is answered by default. To avoid this to happening, there should be some alternatives, by way of detractors, that cannot be correctly paired.
4. Identification Tasks: this type of question consists of exercises with drawings, photographs, maps, diagrams, objects, places, etc. These objects should be numbered with letters or symbols, in order for the student to situate them in the corresponding place.

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.

Institution's Academic Grading Policies

Each student will progress in their studies according to the academic program.; The amount of time that must be devoted to studying and completing each of the subjects varies according to the appropriations that have been assigned to it; it has been previously established that the dedication time to a subject should be 30 hours per week approximately (11 hour 15 minutes of academic work and 18 hours 45 minutes of autonomous work). Therefore, a 3 credit hour course is expected to be completed within a month (in total, 45 hours of academic engagement work and 75 hours of autonomous work).

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). The student obtains a final grade (call ordinary) on the basis of their performance in these activities. If approved, he/she can move on to the next subject. Failure to pass a course means the student can only continue under the condition of passing the subject, and is therefore obligated to take a make-up activity (first retake). If he/she fails again a new special make-up activity will be assigned (second retake).

The moment the student is enrolled in an educational program, the curriculum subjects of the study program to be taken are recorded for the student. The credits registered are the total for the program and the student must comply with the term of duration of academic life. Other subjects or credits may not be recorded.

Students may request a transfer to "stand-by" or "withdrawal" status, or the university may change to one of these status.

Grades will be expressed in letters A, B, C, D, or F with an equivalent numerical scale from 1 to 100. A course is approved with a minimum grade of B or its equivalent numerical scale of 1 to 100 reported to the student.

At the end of the studies, the student receives a final grading on the program that is calculated on the basis of a weighted 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, this 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 makeup the evaluation. For it, the student has 10 business days 10 after the grade was published. The following is a description of the **Grade Revision Procedure**:

1. In the first place, the message must be directed at the professor of the subject and ask for the revision of the final grades obtained in the subject or in any of the evaluation activities that comprise it. In this same message, the student should explain the reasons for which the grade is not correct and justify his/her position in this regard.

The professor then 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 them and give an answer.

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 a last instance, can submit it to the department director.
4. The Department Director will answer the student in a maximum time 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 from a 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 record

Students are entitled 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

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

Assignment Marking System

The student receives a detailed feedback on their performance in the evaluation tests carried out, and for the grading of said evaluations the university uses a system equivalent to the GPA method ("Grade Point Average") although more demanding. According to the system in UNINI, the grades are expressed in letters A, B, C, D or F; the minimum passing grade in UNINI for each activity/examination is B based on the GPA method.

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 whole program should be a B (3.00 GPA).

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

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

With the goal of ensuring that the grades are awarded with the fairness and consistency, especially in the case of subjective assessment techniques, all the programs have evaluation criteria that all professors must apply using rubrics. These evaluation criteria (rubric) vary depending on the program and the academic task that is being assessed.

Course Extension Policy and 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 initial established conditions, 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 for the purpose of this regulation.

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

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

All cases must be supported by the student's formal application and required documentation for each situation. The case will not be accepted if the submitted documents do not accurately support the application, or if the information was found to be false.

Regarding permanency in a program

- The student should comply with the duration of Academic Life and his/her College Life.
- The student should comply with the norms of the University.
- The student should comply with the grading requirements.

Regarding obtaining degrees and diplomas:

- Each student with a Plan of Study will obtain a diploma or degree corresponding to that Plan of Study if and only if he/she has complied with all the required rules for graduation.

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 or Department Directors.
- **Standards on Course Convalidation by Transference**
 - The student by transfer is that who has passed the courses with an A or B grade from an accredited institution in Puerto Rico or from a foreign one.
 - Said student that wishes to apply for a transfer should comply with all of the admission requisites.
 - Courses that were completed more than 10 years ago will not be convalidated. Courses that were taken 10 years or less may be convalidated if the course content has not changed significantly.
 - The courses should have the same or greater number of credits, and which description is equivalent to the course description in UNINI. Those courses whose number of credits is less than UNINI's should be carefully evaluated while it is the academic dean's responsibility to accept the same.
 - Courses graded with an S or a P will not be convalidated.
 - Courses will not be convalidated by job experience.
 - It is the student's responsibility to present the University catalog where they studied said subjects, in those cases where the former is not available on the Internet.
 - The courses that are convalidated 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 convalidated.
- The credits that are convalidated will be permanently included in the academic record, but are not used to calculate the student's average grade.
- Acceptance for transfer of its academic credits is determined by the receiving institution.

Regarding internships:

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

Regarding status change:

- Students may change their status under the rules of the University.

Regarding the regulations:

- Every student has the right to appeal any University rule asking for its 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.

Relating to 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. A sequence of phases have been prepared to to serve as a guide to this end.

The student must contact the FP secretary so that he/she is assigned a Thesis Director to guide them throughout its development, following the Guidelines for Master's Thesis.

The thesis director will keep contact with student throughout the duration of the thesis development, via email, the PANAL and/or any required video conferences. In addition, the student will register the progress of their thesis development in their academic record, with the aim of ensuring adequate traceability of the process.

Once the FP is completed, the thesis director will authorize its submission. The institution will communicate the hour and date of the student's dissertation.

The student will carry out his/her oral defense in person in the installations of the Universidad Internacional Iberoamericana. Students from the United States and foreigners may do so via Skype from the FUNIBER headquarters located in the different countries, to assure that adequate technical measures are taken as well as the presence of an institution proctor.

The thesis board will be constituted by two professors from the Universidad Internacional Iberoamericana.

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.

The Dean of Academic and Strategic Management will register the following Thesis data from each program: title of the employment, full name of Thesis director, full name of student, name of the program, date of submission, thesis summary (in English and Spanish), keywords (at least 5), and an index or agenda of the final document.

All student appeals must be made following the appeal procedures stipulated, bearing in mind that this must take place no than 10 business days after receiving the grade for the Post Master's Thesis. The University, through the Secretary of the Final Project, will direct an investigation that will handle the appeal. This process should take no more than a month, and has two possible results: sustaining or revising the grade.

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

Any impact on this process will be taken up by the Program Director leaving a written record of the proceedings and actions.

PLAN FOR THE ESTABLISHMENT OF A PROGRAM OF ACADEMIC ADVISING FOR STUDENTS

Every student has a constant academic advising service in the tutor.

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.

ESSENTIAL TERMINOLOGY

- **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.
- **Administrative staff.** *Staff* that carries out the administrative functions of the University.
- **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.
- **Commissioned work.** Legal doctrine which defines the conditions for the possible ownership of an employer over the work of its employees. The University recognizes that the law establishes special considerations on the applicability of this doctrine in the academic and University environment.
- **Content.** Study materials of a subject.
- **Copyrights.** Rights that allow the author of a work to defend their integrity, reputation and prestige, the attribution of their authorship, the right to determine the moment of the first publication of said work, and to remove it when being forged, but without harming the legitimate right acquired by third parties (Intellectual Property Law of the Commonwealth of Puerto Rico).
- **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 25 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*.
- **DNI Card.** This is the student's personal card which includes their DNI and allows them to access the services and infrastructure of the University.
- **Economic or property rights.** Rights an author has to financially profit from his/her work, including copyrights, rights to distribute his/her work through sale, loan, lease or donation; rights to make derivative works, rights to exhibit or present his/her work to the public (Federal Law 17 USC § 101 et seq.).
- **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.
- **Faculty.** The University officials in any academic role.
- **Fair use.** Availability of a work for use or reproduction without the express consent of the author. The courts of law allow the fair use as a valid defense against allegations of violation and acknowledges the possible eligibility for said defense of activities consonant with the University work defined by law.
- **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: Pass.
- D: Deficient.
- F: Failed or suspended.
- T: Transferred.

For additional complimentary special activities to *the curriculum*, the following grading system should be used:

- NP: Not Passed.
- SS: Satisfactory.
- PD: Deficiency.
- W: Withdraw.
- 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.
- **Learning Experience.** Activity in which a student does an experiential activity or application of a theory or consolidation of knowledge in a real theoretical or experiential case.
- **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.
- **Out of term Grade.** The grade for a course in which evaluated work is delivered outside of the required term. This grade should be requested and justified in writing by the professor of the subject to the Department Director who authorizes or denies and justifies the answer to the request in writing. The deadline to submit a grade out of term shall not exceed 50% of the time period of the academic time period of the subsequent course with a pending grade. In cases of out of term grades, grade I or Incomplete will be used (It is not included in the academic index).
- **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*.
- **Service staff.** *staff* that carries out the administrative functions of the University.

- **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.
- **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.
- **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.
- **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.
- **Work created by employee.** Work performed by an official in the exercise of his/her duties, being the Universidad Internacional Iberoamericana the holder of said work.

SECURITY ASSURANCES DOCUMENTATION

PLAN TO PROVIDE SECURITY FOR STUDENTS, TEACHERS AND VISITORS ON THE PREMISES OF THE INSTITUTION

The University has taken the steps necessary to ensure the safety of visitors, both physically and virtually. Further, security plans and disaster contingencies have been prepared.

SAFETY AND SECURITY PLANS FOR THE MANAGEMENT OF SCIENTIFIC RESEARCH AND SUPPORT THE SAME, INCLUDING LABORATORIES, LIBRARIES, SPECIMENS, SUBSTANCES, ETC

See the following sections in this document:

- Policies on maintaining the academic offerings.
- On the Ethical and Legal Use of Information Technology.
- Equal opportunities.

**APPENDIX:
SUBJECT DESCRIPTION BY
ACADEMIC DEPARTMENTS**

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SUBJECT DESCRIPTION BY ACADEMIC DEPARTMENTS

1. LANGUAGE SCIENCE, EDUCATION AND COMMUNICATION DEPARTMENT

1.1. MASTER'S 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. (3credits).

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. (3credits).

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. (3credits).

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. (3credits).

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. (3credits).

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 methodbeing discussed in detail. (3credits).

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. (3credits).

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. (3credits).

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..(3credits).

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. (3credits).

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 perfectvariables; to whom; when; for whom (audiences). Ways to assess: observation, test. Criteria for assessing the instruments. Data Collection. Data analysis. Conclusions and proposals. (3credits).

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. (3credits).

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'S 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 - Labor 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 Management and Administration

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 Management and Planning

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 Teamwork

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 - Logical 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 Services Provided

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).

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 - Confidence 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 Management and Administration

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 Management and Planning

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 - Confidence 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 - Administración y dirección de empresas

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 Management and Planning

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 - Relations between 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 Management and Administration

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 in Teamwork

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 - Labor 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 - 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 - Planning and project 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 - Engineering, strategy and management of ICT systems

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).

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 - Integration of business management systems

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 - Development of the marketing strategies

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 - Management and network security

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 - e-Commerce and marketing

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. We recommend that it is started 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 - Introducing 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 Policy

This course focuses specifically on the design of strategies and programs as a variable cost of generating revenue. (3 credits).

DD168 - Distribution Management Policy

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 Policy

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, tests and audit 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 - Audit procedures by areas

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 - Audit 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 fundamentals 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 Fundamentals 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 about 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 - Conflict Resolution/Transformation at the community level

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 Management and Administration

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 in Teamwork

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 - Labor 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 - 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 - Planning and project 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 - Engineering, strategy and management of ICT systems

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).

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 - Integration of business management systems

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 - Development of the marketing strategies

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 - Management and network security

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 - e-Commerce and marketing

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. We recommend that it is started 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

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 distributed 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 Modeling 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 that especially interests them, and proceeding to perform a monographic work. (10 Credits)

3.3. MASTER IN STRATEGIC MANAGEMENT WITH A SPECIALTY IN TELECOMMUNICATIONS

TR026 - Business Management and Administration

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 in Teamwork

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 - Labor 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 - 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 - Planning and project 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 - Engineering, strategy and management of ICT systems

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).

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 - Integration of business management systems

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 - Development of the marketing strategies

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 - Management and network security

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 - e-Commerce and marketing

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 –e-Business Projects Management

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 – Water Treatment and Facilities for Wastewater Purification 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 and 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 deputed, depending on the equivalent population, the typology of the receptor channel, and according to the criteria established by the legislation in force. 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 -Environment education and the MSW

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 fundamentals 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 landscapes: typology 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 - Use of natural landscapes

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 - Management of natural landscapes

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

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 and audits: 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 energy 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 CO₂. Production and estimated costs. Transportation of CO₂. CO₂ 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 sport

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 systematic 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 organizations

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 -Marketing in Sports. 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 systematic influence on the group and on an individual during a given activity. (2 credits).

DP006 - Techniques for Organizational Leadership and Management 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.(3credits).

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 Sport Center Management

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).

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)