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BUREAU VERITAS
Certification



efr

THE BEST BUSINESS SCHOOL IN SPAIN IN CSR,
BOTH ON-SITE AND ONLINE

#1 CSR Awards U.K.

Qualificam
certificación de máster profesional

 **UCAV**
www.ucavila.es
CENTRO COLABORADOR

 **CMI Business School**

CONSCIOUS MANAGEMENT INSTITUTE

MASTER'S IN HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT



📍 Gran Vía de San Francisco,
15, 28005 Madrid, Spain.

✉ cmi@cmi.es

☎ +34 91 172 43 58

📞 +34 681 36 12 27

🌐 www.cmi.es

Top Business School in Europe 2025
Awarded by Education Insider U.S.A.



FORMATS:

- Full Time On-Site
- Online

DUAL DEGREE:

MASTER'S FROM CMI BUSINESS SCHOOL
MASTER'S FROM THE UNIVERSIDAD
CATÓLICA DE ÁVILA (UCAV)
ECTS: 60



Business School



***“THE MATCH BETWEEN
REASONABLE TALENT AND THE
ABILITY TO PERSEVERE
THROUGH FAILURE IS WHAT
ULTIMATELY LEADS TO
SUCCESS”***

- DANIEL GOLEMAN.

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WHY CMI Business School?

CMI is an innovative international business and technology school that offers programs of excellence that are at the forefront of responsible business and organizational management.

CMI Business School has been recognized as the Top Business School in Europe 2025 by the North American magazine EDUCATION Insider. This prestigious accolade reflects the excellent quality, reputation and trust that CMI has built over time.

CMI Business School received the award for most innovative academic programs in Spain in 2022 by The International CSR Excellence Awards.

At CMI we work to lead, promote and execute scientific and technological research activities that encompass the entire development and implementation process, from exploring the limits of knowledge to the end of the life cycle of all products and services, considering the needs of a sustainable and circular economy.

CMI Business School offers the highest quality standards in its services to society. All its activities are developed through continuous improvement processes, supported by modern and advanced technological and management systems.

CMI is a signatory of the Global Compact and a member of the UN academic network PRME (Principles for Responsible Management Education) to promote Corporate Social Responsibility and Sustainability.

AWARDS



SCUM LAUDE
Seal by
Emagister
Foundation 2022



Academic Excellence
Award for Best
Faculty, Gala
Foundation 2021



TOP #5 Best Business
School in Spain,
Financial Magazine
Ranking 2022



Academic Excellence
Award for Best
Scholarship Plan, Gala
Foundation 2021



Educational
Excellence Seal,
Financial Magazine



Best CSR Training
Institution in Spain
(UK)



Top 10 Most
Promising
Universities and
Colleges, Higher
Education Review,
India



Award for Most
Innovative Educational
Institution in Spain
(UK)



2022,
B Corp.
Certification



Top 10 Best Training
Centers for Studying an
Online HR-Master's in
Spain



Research and Development
Tutoring and research
assistance



In-class lectures
Campus in Madrid



Live-streamed classes
Virtual Campus



**Employment and
Networking**
Employment opportunities,
internships, and alumni club



**Scholarships and
Financial Aid**
For new and alumni
students



EXPERIENCE CMI Business School

Studying at CMI means training at an institution whose mission is to work towards making the world a better place, both socially and environmentally, through our high-quality academic activity, focused on helping underserved people and environments.

At CMI, we work tirelessly because, just like our students, collaborators, and so many others actors, our goal is to leave a better world for future generations.

ORGANISATIONAL PARTNERSHIPS



- ✓ **CMI Business School**
International Business and Technology School
- ✓ **Faculty Members**
Our professors are expert professionals, doctors, doctoral candidates, and researchers in the taught subject
- ✓ **Experience-Based Methodology**
Theory and practical cases are combined to create knowledge based on experiences
- ✓ **International Programme**
The subjects have a global business perspective
- ✓ **Virtual Campus**
The platform facilitates the communication and monitoring of the academic programme
- ✓ **Limited Spots**
Maximum 30 students per class



UCAV
www.ucavila.es

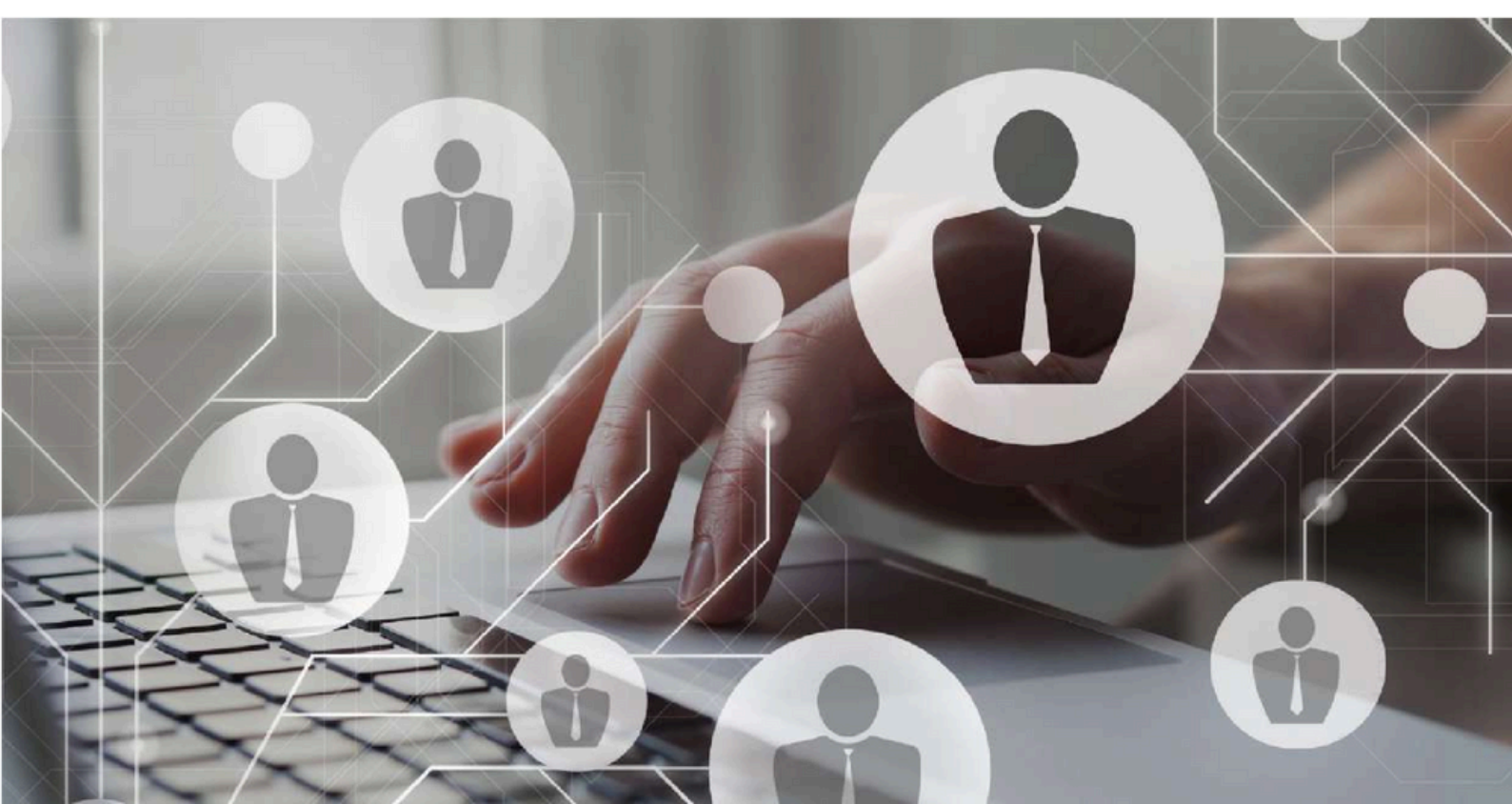
CMI Business School, the leading international business school in conscious organisational management, offers a dual university degree following an agreement with the Universidad Católica de Ávila (UCAV), in a collaborative effort to provide greater opportunities for students.

The Universidad Católica de Ávila is a dynamic institution that actively engages with all sectors of society in a two-way interaction. It brings together professionals from diverse industries, bridging the gap between real-world needs and educational training, and anticipating the evolving demands of the labour market.

With a strong commitment to society, the university seeks to strike a balance between education and the needs of the workforce. The Universidad Católica de Ávila dismantles barriers, turning its Corporate Social Responsibility into action through various initiatives. Every day, it invests its passion and dedication to help build a better society.

MASTER'S IN HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

The Human Resources and Organisational Development Master's programme is focused on the responsible management of people and teams, with the aim of fostering continuous improvement and innovation. It equips students with the tools and processes needed to assess competencies and performance, all while promoting holistic and sustainable development.



The Master's in Human Resource management and Organisational Development is designed for professionals from various fields who are interested in responsible personnel management, underpinned by a holistic approach that views people as the heart of organisations. The programme addresses all levels of management—individual, team, and organisational—to drive development and innovation. This is achieved through the use of cutting-edge technologies such as big data, HR analytics, and competency- and value-based selection and evaluation processes, all aimed at promoting holistic and sustainable development.

The programme is taught using the latest technologies and pedagogical methodologies, with a strong practical focus, and a faculty of excellent researcher professors, both in professional and academic fields.

The Master's in Human Resources and Organisational Development has an international scope to achieve sustainable business growth on a global scale, focusing on the career development of all organisation members, as well as collaboration, increasing corporate efficiency and effectiveness.

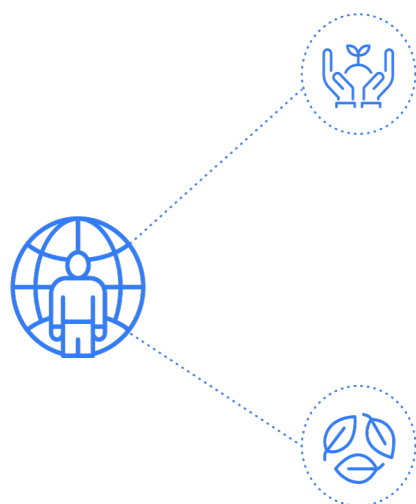


TARGET AUDIENCE

This programme is aimed at individuals who want to embody the leader that society demands, committed to organisational growth that creates a positive impact.

Applicants for this Master's programme at CMI Business School must hold a Bachelor's degree, Master's degree, or equivalent qualifications in Psychology, Engineering, Law, Education, or other degrees that are equivalent or complementary to those listed, within the same field as the described profiles.

PROGRAMME OBJECTIVES



This programme offers advanced knowledge and the development of the competencies and skills required to plan, execute, and effectively manage human resource functions across all types of organisations. It provides cutting-edge training to lead teams and projects using the most efficient techniques and tools for talent development, ensuring maximum performance and learning at every level: individual, team, and organisational.

The Master's in Human Resources and Organisational Development focuses on value-based learning for the holistic development of the student, enabling them to reach positions of responsibility and perform conscious leadership in management roles, while also incorporating the use of new technologies throughout their practices.

GRADUATE PROFILES

Degree: Master's in Human Resources and Organisational Development

Main Role of the Graduate Profile Recognised in the Professional Sector:

Plan, execute, and successfully manage human resource areas in all types of organisations. Lead teams and projects using the most efficient techniques and tools for talent development to achieve maximum performance and learning at all levels: individual, group, and corporate.

Career Prospects:

Personnel Management Director, Human Resources Management, Talent Management Leader.

PROFESSIONAL INTERNSHIPS IN COMPANIES

All master's programmes at CMI include 12 ECTS credits for Professional Internships in companies, to help students integrate and develop in the job market, complementing the knowledge acquired throughout the curriculum. Additionally, all students will have the option to continue the internship period on an extracurricular basis, without additional credits, for an additional 6 months. These internships can be waived for students who have at least 3 years of work experience in the programme's field.



FORMATS AND SCHEDULES



On-Site
Full Time

Tuesdays, Wednesdays
and Thursdays
3:30pm- 6:30pm




Online
Live-streamed classes

Flexible
Schedule


Consult your adviser regarding the upcoming announcement.

All programmes are intensive, with a duration of 1 academic year.

FEES and Applicable Conditions ¹



ON-SITE



ONLINE

MASTER'S DEGREE (SPANISH OR ENGLISH)				
Master's Price	Tuition Fee	Diploma cost (CMI+UCAV)	10% discount for early payment	PAYMENT METHOD
6.770€	900€ ³	250€	6.343€ ²	10 installments of 634,30€ + Tuition fee ⁴
3.215€	900€ ³	250€	3.143,50€ ²	10 installments of 314,35€ + Tuition fee ⁴

1. The price includes all programme materials and membership to the CMI Alumni Club.
2. Full payment must be made before the programme begins.
3. The spot is reserved upon payment of the enrolment fee once admission to the programme is communicated.
4. 10 remaining installments: to be paid within the first 5 days at the beginning of each month.

SCHOLARSHIPS AND FINANCIAL AID

CMI offers study scholarships for master's programmes in all its modalities, thus promoting the democratisation of quality education and equal opportunities. CMI's sustainable scholarship plan has been recognised with an Academic Excellence Award by the Gala Foundation. The study aids include:

- ✓ Up to 50% scholarship for academic excellence or country of origin.
- ✓ Up to 25% discount for professional experience in CSR, NGOs, or similar fields, unemployed individuals, or recent graduates.

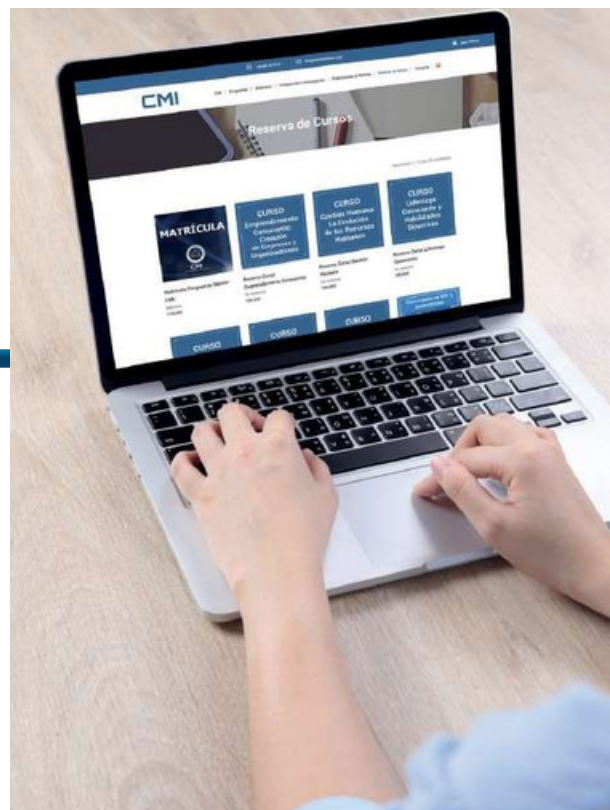
We also offer additional discounts for early registration, group enrolment, and for members of the Alumni Club.



MASTER'S CURRICULUM

The curriculum stands out for combining the essential elements needed to excel as a responsible leader: cutting-edge knowledge with scientific rigor, practical exercises that allow students to apply the knowledge acquired, and experiential learning elements that optimise the benefits in each area of study and development.

Below are the main subject fields of the curriculum, which may vary and are subject to the latest modifications deemed appropriate by each expert in accordance with the latest advances in their field, with the aim of always providing a cutting-edge education.



FIRST QUARTER

Diversity, Inclusion, and Universal Accessibility

2 ECTS

- Diversity Management: Starting Point
- Regulatory Framework in Diversity Management
- Diversity and Business
- Functionality and Universal Accessibility
- Diversity Plan and Design for All

Strategic Management of Human Resources

5 ECTS

- Strategic Management and Human Resources
 - Global Vision of Organisations
 - The Purpose of the Organisation's Existence
 - Collaborative Strategy
 - Definition and Management of the Sustainable Strategic Plan
- Functions of Human Resources (HR): planning, attraction, retention, and development of people (talent).
- Planning: Environment, strategy, functions, occupations, and positions
- Attraction: Search, recruitment, and selection (identification of external talent)

People Development, Training Plans, and Continuous Improvement

3.5 ECTS

- Retention: Compensation and benefits. Labor relations
- Development: Identification of internal talent (Assessment, performance-potential evaluation), Continuous Training, Career Development Planning
- Evaluation of the function and performance: Talent. Indicators, dashboards, HR Analytics, Auditing
- Development Tools: Coaching, mentoring, competency balance, development center

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Career Development and Vision

0.5 ECTS

- Processes of Change and Personal Development
- Analysis and Self-Knowledge, Effective Planning, Execution, and Evaluation
- Change Objectives: Personal variables and competencies that shape professional development: purpose, identity, values, strengths, knowledge, and personal competencies
- Curriculum Vitae in the 21st Century: Personal brand online

Conscious Organisations and Sustainable Development

4 ECTS

- Design of Socially Responsible, Sustainable, and Diverse Organisations
- Historical Perspective on the Evolution of Corporate Social Responsibility (CSR)
- Holistic Approach and Scope of Action
- Objectives and Management Tools
- Sustainability Reports
- Certification Methods for National and International Standards
- CSR and Its Design and Implementation for Self-Employed, SMEs, and Large Companies

SECOND QUARTER

Management Processes, Tools, and Applications

3 ECTS

- Selection by Values
- Definition of the Candidate Profile
- Recruitment: Sources, Stages, Internal and External
- Ethical and Legal Aspects in the Selection Process
- Pre-selection, CV, Job Ad, Curriculum Screening
- Selection by Values, Competencies, Behavioral
- Selection Tests: Types of Interviews, Assessment Centers, and Other Tests

Regulatory Compliance and Labor Relations

4 ECTS

- Human Resource Management in Local, Global, and Multicultural Environments
- Personnel Management Standards (e.g., UNE 10667 Standard for People Evaluation)
- Employment Contract
- Compensation and Incentive Policies
- Salary and Payroll Management

Risk Prevention and Occupational Health and Safety Protection

4 ECTS

- Healthy Organisations: Promotion of Well-being and Psychosocial Health at Work
- Psychosocial Risk Factors: Stress, Burnout, Mobbing, and Other Variables
- Best Practices
- Regulation and Legislation
- Standards (e.g., ISO 45001)

Analysis for Decision Making

2 ECTS

- Analytics: Tools and methodologies applied to decision-making.
- Introduction: Basic concepts.
- The Human Resources Analytics Process
- Data: Collection and analysis.
- Methodology: Success cases and best practices.
- Development Phases in an HR Analytics Project
- Best Practices and Success Cases
- Communication and Critical Issues
- Practical Application: Case analysis with real data

Applications of Neurosciences and New Technologies

4 ECTS

- Communication Techniques, Mindfulness, and Neurosciences
- Collaborative Work in Virtual Environments and with New Technologies

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THIRD QUARTER

Conscious Leadership	1 ECTS
<ul style="list-style-type: none"> • The Keys to Responsible Leadership as a Driver of Organisational Development • Values as the Core of Human Development and Continuous Improvement • Skills of the Responsible Leader for Excellence in Self-Management and Management of High-Performance Cross-Functional Teams, both Local and Remote • Managerial Skills for Managing Sustainable and Innovative Businesses, NGOs, and Hybrid Organizations • Systemic Approach 	
Responsible Entrepreneurship	1 ECTS
<ul style="list-style-type: none"> • Introduction to Responsible Startups • The Entrepreneurial Mindset • Planning, Conceptualisation, and Launching of New Responsible Organisations • Strategic Management of R&D&I (Research, Development, and Innovation) • Ecosystems and Support Resources for Entrepreneurship • Certifications and Standards in Entrepreneurship • Digital Entrepreneurship 	
Responsible International Negotiation	1 ECTS
<ul style="list-style-type: none"> • The Human Being: Psychology and Neuroscience to Understand the Mindset of the Negotiator and Negotiation Processes • Negotiations and the Generic Negotiation Process • Collaborative Negotiation • Key Strategies for Responsible Negotiation in an International and Multicultural Environment • Techniques for the Different Phases of the Generic Negotiation Process: Initiation, Preparation, Development, and Closing 	
Management of Research, Development, and Innovation	1 ECTS
<ul style="list-style-type: none"> • Organisational Change: Dimensions and Intervention Tools. Continuous Improvement • Development and Management of Knowledge and Organisational Learning • Intrapreneurship • Fundamentals of Research Methodology: From Idea to Problem Statement • Elaboration of the Theoretical Framework. Determining the Scope of the Research • Formulation of Hypotheses. Research Designs. Sample Selection • Data Collection. Data Analysis • Research Report. Practical Exercise: Development of a Research Project • Research in Human Resource Management: Variables, Methodologies, Best Practices • Innovation in HR and Organisational Development: Variables, Processes, and Intervention Tools 	
Tools for Managing Corporate Objectives, Well-being, and Organisational Climate	2 ECTS
<ul style="list-style-type: none"> • Knowledge and Intellectual Capital: Indicators and Intervention Tools. • Well-being Management: Analysis of Organisational Climate. Job Satisfaction, Engagement, Motivation, and Commitment. Evaluation and Intervention. • Management by Objectives: Triple Impact (Economic, Social, and Environmental), OKR (Objectives and Key Results). 	
Human Resource Management in Foundations, Social Enterprises, and Public Administrations	2 ECTS
<ul style="list-style-type: none"> • Introduction and Context of Foundations, Social Enterprises, and Volunteering • Ethical Framework, Legal Aspects, and Fiscal Regulation • Evolution of Interrelationships Between Businesses, Foundations, Associations, Public Administrations, and Volunteering • Human Resource Management and the Development of Foundations, Social Enterprises, Associations, and Volunteering 	

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Master's Final Project

6 ECTS

Options:

- Research Article
- Plan for Creating a Responsible Organisation.
- Sustainability Report
- CSR Plan

Professional Internships in Companies

12 ECTS

- 300 mandatory hours or applying for credit recognition based on verified professional experience.*

TOTAL ECTS

60 ECTS





Submission of Documentation



Admission Confirmation



Reservation of Spot through Payment of Enrolment fee



Payment of programme

ENROLMENT PROCESS

Requirements

Documentation to be sent to admisiones@cmi.es:

- Copy of passport or identity document
- University degree that allows the completion of Master's studies, apostilled or certified. The degree may have been issued by universities worldwide.
- Academic Transcript (Record of Grades)

Application

If you wish to apply for one of the scholarships offered by CMI, you must send a motivation letter and scholarship application expressing your interest in accessing the programme, along with all the required documentation to: admisiones@cmi.es

The selection of candidates will be carried out by the Admissions Committee, consisting of the CMI Management and the Programme Director.

Enrolment

The result of the admission process will be communicated to the candidate via email. If accepted, to formalise the registration process, the candidate must make the payment for the final reservation of the place.

The registration process can be completed throughout the year, although it is subject to the availability of open spots.

Candidates without a university degree may be admitted by demonstrating relevant professional experience as a source of knowledge and skills, in accordance with our admission criteria, to maximise the positive impact on both students and the Institute. In this case, a minimum of 3 years of work experience is required, which must be verified through a letter of employment issued by the company.



ALUMNI CLUB

At CMI, we strive to provide the highest level of service to the students who attend our programmes. Therefore, upon completing any CMI programme, all alumni receive the following benefits free of charge:

- Timely and up-to-date information on available programmes and scholarships.
- Reception of newsletters and publications.
- Information on relevant topics of interest.
- Invitations to networking activities, conferences, and talks.
- Discounts on further education and merchandise.
- Access to a job placement service.





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