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Certification



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SPAIN'S BEST BUSINESS SCHOOL FOR CSR, ON
CAMPUS 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 MANAGEMENT
AND ORGANISATIONAL DEVELOPMENT**



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Advice 24/7:

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STEAM · SUSTAINABILITY · AI
INNOVATION · INDUSTRY 6.0

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



CMI Business School

Awarded by
EDUCATION
INSIDER

STUDY MODES:

- On campus
- Online

DUAL DEGREE:

MASTER'S DEGREE FROM CMI BUSINESS SCHOOL
MASTER'S DEGREE FROM THE CATHOLIC
UNIVERSITY OF ÁVILA (UCAV)

ECTS: 60



OUR CAMPUS IN MADRID



Gran Vía de San Francisco, 15: 700 m from Almudena Cathedral and the Royal Palace, with Puerta de Toledo metro station and BiciMAD bike-sharing next to the school.

Faculty of working professionals: 75% hold a PhD or are PhD candidates.

“PEOPLE ARE NOT YOUR MOST IMPORTANT ASSET. THE RIGHT PEOPLE ARE.”

- JIM COLLINS, AUTHOR OF “GOOD TO GREAT”

CONTENTS

1- CMI BUSINESS SCHOOL

**2- THE CMI EXPERIENCE
PARTNER ORGANISATIONS**

**3- CATHOLIC UNIVERSITY OF SANTA TERESA
DE JESÚS OF ÁVILA (UCAV)**

**4- MASTER'S IN HUMAN RESOURCES
MANAGEMENT AND ORGANISATIONAL
DEVELOPMENT**

**5- WHO IT IS FOR
PROGRAMME OBJECTIVES
GRADUATE PROFILE**

**6- PROFESSIONAL WORK PLACEMENTS
STUDY MODES AND SCHEDULE**

7- FEES AND SCHOLARSHIPS

8- CURRICULUM

9- ADMISSIONS PROCESS

10- ALUMNI CLUB



WHY CMI Business School?

CMI Higher Education is an international institute of professional higher education in business and technology, offering excellent education focused on STEAM, sustainability, artificial intelligence, innovation and Industry 6.0 for a better world. Leading with purpose, innovating responsibly.

CMI Business School has been named Top Business School in Europe 2025 by the US magazine EDUCATION Insider. This prestigious award reflects the outstanding quality, reputation and trust that CMI has built over time.

It also received the award for the most innovative academic programmes in Spain in 2022 from The International CSR Excellence Awards.

At CMI we work to lead, promote and carry out scientific and technological research covering the entire development and implementation process, from exploring the frontiers of knowledge to the end of the life cycle of all products and services, taking into account the needs of a sustainable, circular economy.

We offer the highest quality standards in our services to society. All our activities are carried out through continuous improvement processes, supported by modern, advanced technological management systems.

We have an integrated educational quality management system certified to ISO 9001 and audited by the Catholic University of Ávila, and our programmes hold the Cualificam quality seal.



Research and Development

Mentoring and research support.



Guest lectures in class

Madrid and Valencia campuses.



Live-streamed classes

Virtual campus.



Careers and Networking

Job opportunities, work placements and the Alumni Club.



Scholarships and grants

For new and former students.

RECOGNITION



Emagister
CUM
LAUDE seal
2022.



Academic Excellence
Award for Best
Faculty, Fundación
Gala 2021.



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



Academic Excellence
Award for Best
Scholarship Scheme,
Fundación Gala 2021.



Educational
Excellence Seal,
Financial Magazine.



Best CSR Training
Institution in Spain
award (UK)



2022, Top 10 Most
Promising
Universities and Colleges,
Higher
Education Review, India.



Most Innovative
Educational Institution
in Spain award
(UK)



Certified
B
Corporation



Top 10 best institutions
in Spain for an online
MBA or HR Master's.



THE EXPERIENCE CMI Higher Education

Studying at CMI means learning at an institute whose mission is to make the world a better place, both socially and environmentally, through high-quality academic activity focused on STEAM, sustainability, AI, innovation and Industry 6.0. As a certified B Corp social enterprise, we foster talent with a scholarship scheme recognised by Fundación Gala and with interest-free financing.

PARTNER Organisations



- ✓ **CMI Business School**
International school of business and technology
- ✓ **Faculty**
Expert professionals and researchers; 75% hold a PhD or are PhD candidates.
- ✓ **Experiential learning**
Theory and case studies are combined to build knowledge based on experience.
- ✓ **International Programme**
All modules take a global business perspective.
- ✓ **Virtual Campus**
This platform makes communication and monitoring of the programme easier.
- ✓ **Limited places**
Maximum of 45 students per class.



UCAV
www.ucavila.es

CMI Business School, an international institute of higher education in business and technology focused on STEAM, sustainability, AI, innovation and Industry 6.0, offers a dual university degree following an agreement with the Catholic University of Ávila (UCAV), a collaborative effort to provide greater opportunities for students.

The Catholic University of Ávila is an active hub that engages with every sector of society in both directions. Its professionals from all sectors bring real-world needs into the classroom, anticipating training tailored to the demands of the labour market.

Its commitment to society seeks a balance between education and the needs of the job market. The Catholic University of Ávila goes beyond its walls to put its Corporate Social Responsibility into practice through a range of initiatives into which it pours its enthusiasm and commitment every day to build a better society.

MASTER'S IN HUMAN RESOURCES MANAGEMENT AND ORGANISATIONAL DEVELOPMENT

The Master's in Human Resources Management and Organisational Development is a specialist programme in the responsible management of people and teams, driving continuous improvement and innovation through tools and processes for assessing competencies and performance, in support of well-rounded, sustainable development.



The programme is designed for professionals from a range of disciplines who are interested in responsible people management grounded in a holistic vision, one that regards people as the very heart of an organisation. It covers every level of management (individual, team and corporate) and integrates people analytics: the use of data and artificial intelligence in talent management, alongside competency- and values-based recruitment and assessment.

Teaching combines the latest educational technologies and methodologies with a strongly practical approach, and is delivered by an outstanding faculty of researchers with distinguished professional, academic and teaching backgrounds: 75% hold a PhD or are PhD candidates.

With its international scope, the Master's prepares participants to drive sustainable business growth in a global context, placing particular emphasis on the career development of every member of the organisation and on collaboration as a means of enhancing corporate efficiency and effectiveness.

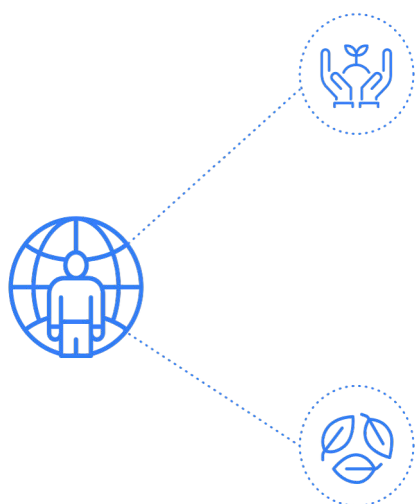


WHO IT IS FOR

This programme is aimed at those who wish to become the kind of leader society now demands: one committed to organisational growth that creates a positive impact.

Applicants to this CMI Business School master's programme must hold a bachelor's degree or a degree in psychology, engineering, law or teaching, or another equivalent and complementary qualification in the same field as the profiles described.

PROGRAMME OBJECTIVES



This programme provides advanced knowledge and develops the competencies and skills needed to plan, implement and successfully manage the human resources function in all types of organisation. It includes cutting-edge training in leading teams and projects using the most efficient talent development techniques and tools, in order to achieve the highest levels of performance and learning at every level: individual, team and corporate.

The Master's in Human Resources Management and Organisational Development takes a values-based approach to learning, supporting each student's all-round development so that they can progress to positions of responsibility and exercise conscious leadership in senior people management roles, while also using new technologies and people analytics.

GRADUATE PROFILE

Degree: Master's in Human Resources Management and Organisational Development

Main role of the graduate, as recognised in the profession: planning, implementing and successfully managing the human resources function in all types of organisation.

Leading teams and projects using the most efficient talent development techniques and tools, to achieve the highest levels of performance and learning at every level: individual, team and corporate, with decisions informed by people analytics.

Career prospects:

Head of People Management, Human Resources Director, Talent Management Lead, consulting and talent development.

PROFESSIONAL WORK

Placements

All Professional Work Placements may be paid and offer an ideal complement, in the job market, to the learning acquired throughout the curriculum. In addition, all students will have the option of extending their placement on an extracurricular basis, i.e. without counting towards credits, for a period of 6 months.



STUDY MODES AND SCHEDULES



On campus
50% hybrid

One week in the classroom, the next one remote. Monday, Wednesday and Thursday, 7–10 pm**



Online
live

Live and recorded classes

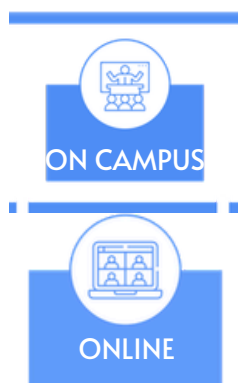
****Days may vary by intake.**
Ask your adviser about the next intake.

**All programmes are intensive and last one academic year.*

FEES and

Applicable conditions ¹

MASTER'S (SPANISH OR ENGLISH)



Total price	Enrolment fee (included)	CMI + UCAV degree certificates (included)	Price with 50% scholarship	Interest-free financing
€7,920	€900 ³	€250	€4,535 ²	Enrolment fee + 9 instalments of €404 ⁴
€4,365	€900 ³	€250	€2,758 ²	Enrolment fee + 9 instalments of €206 ⁴

- 1 Includes tuition, enrolment, degree certificates, materials and Alumni Club membership.
 2 50% scholarship applied; can be combined with early-enrolment and single-payment discounts.
 3 The enrolment fee secures your place after admission and is deducted from the price.
 4 Nine instalments, payable within the first 5 days of each month.

SCHOLARSHIPS

CMI awards study scholarships for its master's programmes in all study modes, supporting the democratisation of high-quality education and equal opportunities.

These scholarships include:

- ✓ Up to 50% scholarship for academic excellence or country of origin.
- ✓ Alternatively: 40% for professional experience or for recent graduates (cannot be combined with the above scholarship).

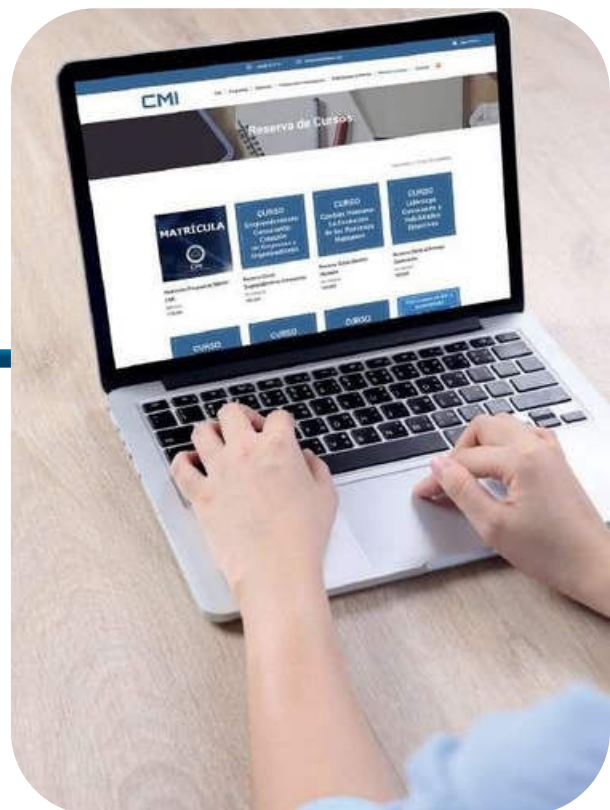
Additional 10% discounts for early enrolment, single payment, group enrolment and Alumni Club members.



PROGRAMME CURRICULUM

The curriculum stands out for combining the elements needed to excel as a responsible leader: cutting-edge knowledge with scientific rigour, practical exercises that let you apply what you have learnt, and experiential learning that makes the most of each area of study and development.

The main pillars of the curriculum are described below. They may vary and are subject to the latest changes each expert considers appropriate in light of new advances in their field, so as to always provide cutting-edge training.



First Term

● Diversity, Inclusion and Universal Accessibility

2 ECTS

- Diversity management. Starting point.
- Regulatory framework for diversity management.
- Diversity and business.
- Functional diversity and universal accessibility.
- The diversity plan and design for all.

● Strategic Human Resources Management

5 ECTS

- Strategic Management and People Management.
- A Global View of Organisations.
- The Organisation's Purpose.
- Collaborative Strategy.
- Defining and Managing the Sustainable Strategic Plan.
- HR functions: planning, attracting, retaining and developing people (talent).
- Planning: environment, strategy, functions, occupations and positions.
- Attraction: search, recruitment and selection (identifying external talent).

● People Development, Training Plans and Continuous Improvement

3.5 ECTS

- Retention: compensation and benefits. Employee relations.
- Development: identifying internal talent (assessment, performance-potential appraisal), continuous training, career development planning.
- Evaluating the function and performance. Talent. Indicators, scorecards, HR Analytics, auditing.
- Development tools: coaching, mentoring, skills assessment, development centre.

Continued on next page

● Career Development and Vision

0.5 ECTS

- Change processes and personal development. Analysis and self-awareness, effective planning, execution and evaluation.
- Change objectives: personal variables and competencies that shape professional development: purpose, identity, values, strengths, knowledge and personal competencies.
- The 21st-century CV: virtual personal brand.

● Conscious Organisations and Sustainable Development

4 ECTS

- Designing socially responsible, sustainable and diverse organisations.
- Historical perspective on the evolution of CSR.
- Holistic approach and scope of action.
- Management Objectives and Tools.
- Sustainability Reports.
- Certification methods for national and international standards.
- Designing and implementing CSR for the Self-employed, SMEs and Large Companies.

Second Term

● Management Processes, Tools and Applications

3 ECTS

- Values-based Selection
 - Defining the candidate profile.
 - Recruitment. Sources. Stages. Internal and external.
 - Ethical and legal aspects of the selection process.
 - Pre-selection, CV, job advert, CV screening.
 - Values-based, competency-based and behavioural selection.
- Selection tests. Types of interview. Assessment centre – other tests.

- Onboarding and induction.
- Training plans. State Foundation for Employment (FUNDAE).

- Performance Management.
- Performance appraisal. Objectives, empathetic communication, participation, trust, autonomy and recognition.
- Performance Management.
- Separation / Outplacement.

● Regulatory Compliance and Labour Relations

4 ECTS

- People Management in Local, Global and Multicultural Settings.
- People management standards (e.g. UNE 10667 standard on people assessment)
- The Employment Contract.
- Pay and Incentive Policies.
- Salary and Payroll Management.

● Risk Prevention and Occupational Health and Safety

4 ECTS

- Healthy organisations: promoting wellbeing and psychosocial health at work
- Psychosocial Risk Factors: stress, burnout, workplace bullying and other variables
- Best practice
- Regulation and Legislation
- Standards (ISO 45001)

Continued on next page

● **Analysis for Decision-Making** 2 ECTS

- Analytics: tools and methodologies applied to decision-making.
- Introduction: the basics.
- The HR Analytics process.
- Data: collection and analysis.
- Methodology: success stories and good practice.
- Development stages of an HR Analytics project.
- Good practice and success stories.
- Communication and critical issues.
- Practical exercise: case analysis with real data.

● **Applications of Neuroscience and New Technologies** 3 ECTS

- Communication Techniques, Mindfulness and Neuroscience.
- Collaborative Work in Virtual and New-Technology Environments.

Third Term

● **Conscious Leadership** 1 ECTS

- The Keys to Responsible Leadership as a driver of Organisational Development.
- Values as the backbone of human development and continuous improvement.
- Skills of the Responsible Leader for excellence in Self-management and in Managing High-Performance Cross-functional Teams, both on-site and remote.
- Management Skills for running companies, NGOs and sustainable, innovative hybrid organisations.
- Systems Approach.

● **Responsible Entrepreneurship** 1 ECTS

- Introduction to Responsible Start-ups.
- The Entrepreneurial Mindset.
- Planning, design and launch of New Responsible Organisations.
- Strategic Management of R&D&I.
- Entrepreneurship Ecosystems and Support Resources.
- Certifications and Standards in Entrepreneurship.
- Digital Entrepreneurship

● **Responsible International Negotiation** 1 ECTS

- The human being: psychology and neuroscience to understand the negotiator's mindset and negotiation processes.
- Negotiations and the generic negotiation process.
- Collaborative Negotiation.
- Keys to negotiating responsibly in an international, multicultural environment.
- Techniques for the different stages of the generic negotiation process: Initiation, Preparation, Development and Closing.

Continued on next page

● Research, Development and Innovation Management - Organisational change: dimensions and intervention tools. Continuous improvement. - Knowledge Development and Management, and Organisational Learning. - Intrapreneurship. - Fundamentals of research methodology: from the idea to the problem statement. Building the theoretical framework. Defining the scope of the research. Formulating hypotheses. Research designs. Sample selection. Data collection. Data analysis. Research reporting. Practical exercise: drafting a research project. - Research in people management: variables, methodologies, best practice. - Innovation in HR and OD: variables, processes and intervention tools.	1 ECTS
● Tools for Managing Corporate Objectives, Well-being and Organisational Climate - Knowledge and intellectual capital: indicators and intervention tools. - Well-being Management: analysis of organisational climate. Satisfaction, involvement (engagement), motivation and work commitment. Assessment and intervention. - Management by objectives: triple impact (economic, social and environmental), OKRs.	4 ECTS
● People Management in Foundations, Social Enterprises and Public Administrations - Introduction to and Context of Foundations, Social Enterprises and Volunteering. - Ethical and Legal Framework and Tax Regulation. - Evolving Interrelations between Companies, Foundations, Associations, Public Administrations and Volunteering. - Human Management and the Development of Foundations, Social Enterprises, Associations and Volunteering.	3 ECTS
● Master's Thesis <i>Options:</i> - Research Article. - Plan to create a responsible organisation.	6 ECTS
● Professional Placements - 300 compulsory hours, or credit recognition for accredited professional experience*	12 ECTS

TOTAL CREDITS
60 ECTS

ENROLMENT PROCESS

Requirements

Documents to be sent to **admisiones@cmi.es**:

- Curriculum vitae
- Copy of passport or identity document
- University degree giving access to Master's studies, apostilled or certified. The degree may have been awarded by a university anywhere in the world.
- Academic transcript



Submission of documents



Admission confirmation



Place reserved by paying the enrolment fee



Programme payment

Application

If you wish to apply for one of the scholarships offered by CMI, please send a cover letter and scholarship application explaining your interest in the programme, together with all the documents, to: **admisiones@cmi.es**

Candidates are selected by the Admissions Committee, made up of CMI's management and the programme director.

Enrolment

Candidates will be notified of the outcome of the admissions process by email. Once admitted, enrolment is completed by paying the fee that secures a place on the programme.

Enrolment is open all year round, subject to availability of places.

Candidates without a university degree may be admitted if they can demonstrate relevant professional experience as a source of knowledge and skills, in line with our admission criteria designed to maximise the positive impact of students and the school. In this case, at least 3 years' work experience is required, evidenced by a letter from the employer.



ALUMNI CLUB

At CMI we strive to give the very best service to every student who passes through our classrooms. That is why, on completing any CMI programme, you enjoy all the benefits of being an alumnus, free of charge:

- Timely, up-to-date information on programmes and scholarships.
- Newsletters and publications.
- Information on topics of interest.
- Invitations to networking events, conferences and talks.
- Discounts on training and merchandise.
- Job board.





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