
CURRICULUM VITAE

MARCELIANO SERRANO CHAMORRO

Degree in Economics and Business Administration

**Master of Business Administration (MBA) by the School of Industrial
Organization (EOI)**

**Professor of Marketing and Market Research at the University of
Valladolid (Spain)**

1. DATOS PERSONALES

Name MARCELIANO
Family Name..... SERRANO CHAMORRO
Place of birth Valladolid (Spain)
Birthdate..... 19-9-1962
Address..... Square Campus Universitario, 1
..... Faculty of Commerce^o
..... 47011 Valladolid (SPAIN)
Correo electrónico mserrano@eco.uva.es
..... mserra2000@gmail.com
Teléfono + 34 606 15 21 22

At the same time, I simultaneously combine my teaching experience as a professor in the university as a technician in the business sector.

2. STUDIES CARRIED OUT

2.1. Doctorate Courses in New Trends in Business Management.

Completion and improvement of the two Courses of the Doctorate Program in the Department of Economics and Business Administration. Faculty of Economics and Business. University of Valladolid

32 credits have been obtained and the Research Sufficiency has been achieved. The program has been developed in the 1993-95 biennium.

The courses carried out were the following:

- Simulation and Prospective in the Analysis of Business Decisions
- Theory and Financial Strategy of the Company I
- New Approaches in Business Economics I
- Advanced Marketing I
- Accounting Information in the Field of the Management System I
- Banking Economy
- Strategic Behavior of the Company
- Theory and Financial Strategy of the Company II
- New Approaches in Business Economics II

- Models for the Valuation and Selection of New Products and Projects
- Advanced Marketing II
- Marketing Models
- Accounting Information in the Scope of the Management System II

2.2. Master of Business Administration (MBA)

Held in the School of Industrial Organization (EOI) belonging to the then Ministry of Industry and Energy, in Madrid, between October 1986 and April 1988, two academic courses, with full dedication (more than 1,200 teaching hours). Various research works were carried out.

2.3. Bachelor of Economics and Business Administration (MBA)

Business Section

In the Faculty of Economic and Business Sciences of the University of Valladolid, during the period from October 1981 to June 1986.

2.4. High School

At the San José de Valladolid school from EGB to COU.

3. PROFESSIONALS EXPERIENCE

3.1. Current work Fundación para el Anclaje Empresarial y la Formación para el Empleo de Castilla y León.

The Foundation is a non-profit organization attached to the Regional Ministry of Employment of the Junta de Castilla y León, and your objective is to support social and industrial projects that create new jobs, as well as promoting and disseminating training between employers and workers.

Since 1997. Performing the positions of Technical Delegate and Technical Manager that have led, among others, the realization of the following functions and responsibilities:

- Preparation and execution of regional communication and dissemination plans.
- Carrying out research and studies in companies and workers on needs and gaps in training, both qualitative and quantitative. Determine profiles and priority criteria.
- Definition of studies, proposals and needs detected to carry out complementary training actions.
- Preparation of the annual report of the territorial activity: regional socioeconomic framework, productive structure and training initiatives.
- Design and establishment of equipment needs. Management purchases.
- Presentation and planning of action plans at the regional level.

- Advice to companies and applicants on training files. Problem resolution.
- Conferences to disseminate the various existing training initiatives. Participation in forums.
- Study, advice and resolution proposals for training initiatives.
- Management of the different calls of the Training Initiatives.
- Participation in the Sectorial Working Groups of Castilla y León (formerly Observatories) created with the aim of contributing to the development and competitiveness of the industrial fabric of Castilla y León within the Framework Agreement for Competitiveness and Industrial Innovation. They are articulated in four areas:
 - ♣ Industrial Prospective
 - ♣ Automotive
 - ♣ Energy
 - ♣ Agrifood Industry
- The Sectorial Working Groups develop, among others: the preparation of quantitative studies and analyzes on the industrial fabric and the value chain; systematic collection of statistical, documentary and institutional information on the occupational and productive structure of the industrial fabric, qualification of human resources, prevention of risks, as well as the generation of quantitative and qualitative information, through the realization of specific studies and analyzes; knowledge and analysis of the reality of the processes of technological renewal of the business fabric, its determining factors and needs derived from R & D & I, as well as its evolution at the territorial and sectoral level.
- Participation in several economic and sectoral studies, wood, mining, textiles, graphic arts, etc. Some of which, the first two, have materialized in obtaining European aid within the European Globalization Adjustment Fund (EGF).

3.2. I worked in the Consejo Económico y Social de Castilla y León. Valladolid

I worked from 1996 to 1997 as Technical Advisor to the Vice Presidency. At the same time, he was a member of the Plenary as a Director. Among the different functions that I carried out, the following stand out:

- Preparation of reports, opinions and recommendations in social and economic matters.
- Realization of reports both referred to projects of Law or Decree of the Autonomic Administration as to Own Initiative.
- Participation in presentations and defense of proposals to be included in the reports.
- Formulation of recommendations and proposals on situations of economic and social sectors.
- Participation in the preparation of the annual report on the economic and social situation of Castilla y León, which also involved the proposal and discussion of the conclusions and recommendations. The purpose of the Report is to serve civil society

in order to make decisions in accordance with the general interests expressed by representatives of civil society. The report is structured in four major sections:

- The economy in Castilla y León: production, domestic demand, prices and salaries, foreign sector-internationalization of the company, productive structure (agrarian, industrial, construction and services), infrastructure and public sector.
 - The labor market in Castilla y León: activity, occupation, unemployment, demands and offers, labor force, collective agreements, regulation files, dismissal, salaries, occupational health, affiliation and employment policies.
 - Quality of life and social protection: demographic trends, education, housing, environment, health, consumption, social services and other benefits.
 - Conclusions and recommendations.
- Participation in the Work Commissions: Economy, Labor Market, and Quality of life and social protection.
 - Institutional representation.

3.3. Work in the Business Organization of regional scope of Castilla y León of Labor Companies. Valladolid. Spain

I developed my activity from 1992 to 1995 with the category of Deputy Director, position that supposed, among others, the realization of the following functions:

- Advice and support in the business management of the associates.
- Management and contacts with the Central, Autonomic and Local Administration for the processing and request of subsidies and grants for both members and the Organization itself. Many activities sponsored by the aforementioned Administrations have been carried out.
- Animation, motivation and action plan of the staff under my charge.
- Preparation and execution of the income and expenses budget.
- Design and planning of the offer of services offered to the associated companies, as well as their possible subcontracting.
- Coordinate and design the action programs of the delegations.
- Start-up and support in the development of new business projects.
- Carry out analysis of the economic-financial situation of the associated companies. Special emphasis is placed on marketing areas, where feasibility plans and marketing plans are carried out. The sectors and companies analyzed are from the entire business spectrum, from production to services, such as product manufacturing, installations, marketing of products and services, agri-food, tourism, etc.
- Start-up and support in the development of new business projects.
- Meetings and contacts with the media.
- Approach among managers to develop business collaborations.
- Search for financing and investors for business projects.
- Development of Collaboration Agreements with credit entities.

- Provide tax, labor, accounting, commercial and economic advisory services to companies.
- Create, prepare and coordinate programs developed by the organization.
- Planning, design and execution of training plans for companies.
- Execution of a community program for the insertion of young people in the world of work.

.4. I work at the DBK Consulting Company. Madrid

I worked from 1989 to 1992, initially as a senior consultant and later as Project Director, the activities of this position were, among others, the following:

- Supervision, control and monitoring of the analysts who carry out the studies.
- Planning and organization of times and tasks of said analysts.
- Preparation of budgets for the various studies that are carried out or subcontracted, as well as their subsequent control.
- Contact with clients, both current and potential, to identify their needs and present study offers.
- Subcontracting jobs and services with external entities.
- Realization and / or supervision in sectoral studies, consisting of the analysis of the sector and the companies that comprise it, both from a financial perspective and marketing and market. Also, the analysis of market perspectives and trends is included.
- Realization and / or supervision in market research studies.
- Some of the studies that I have directed or intervened, out of a total of more than 80, have corresponded, among others, to the following sectors:
 - Vegetable and Fish Preserves.
 - Frozen food.
 - Prepared Meat.
 - Industrial Planning and Pastry.
 - Alcoholic drinks.
 - Clothing and Textile.
 - Building.
 - Prefabricated concrete.
 - Real Estate Companies.
 - Commercial Distribution.
 - Merchandise transports.
 - Big surfaces.
 - Automobile and Automobile Dealers.
 - Banking Services to the Company.
 - Financing of Short Term Companies.
 - Financial Leasing and Factoring.
 - General and Life Insurance.
 - Banca Merchant.
 - Consumer credit.
 - The Credit Demand of Families.

- The Demand for Air Conditioning.

The Databank International Group, to which DBK belongs, specializes in carrying out economic and sector studies, together with strategic consultancy and advice. It has its own offices in various European cities.

DBK analyzes the market from two different perspectives:

- OFFER: COMPETITIVE SECTORIAL ANALYSIS.
 - * Degree of attraction of sectors, products.
 - * Current and potential market value.
 - * Competitive position of companies.
 - * Operator strategies: diversification, marketing mix, integration.
 - * Market shares by segments / products.
 - * Perspectives of the sector: trends and analysis of threats / opportunities.
- DEMAND: MARKET RESEARCH.
 - * Characterization and segmentation of demand.
 - * Analysis of the purchase process and selection criteria.
 - * Positioning perceived by the demand.

3.5. I work at the consulting firm ROLAND BERGER-BEDAUX. Madrid

I worked as a consultant from May to December 1987. I developed the following tasks:

- Study on Competitive Strategies of the Spanish Toy Industry before entering the European Community.
- Realization of a Plan of Reduction of Expenses of Structure, applying the German methodology ACI, of one of the main Spanish construction companies.

4. ANOTHER PROFESSIONAL EXPERIENCE

4.1. Advisor and Consultant

I have acted as advisor and consultant for various companies, entities and organizations for questions about commercial and marketing strategies, as well as for the preparation of research studies and strategic planning.

This activity is done in a timely manner given the limited availability of time that I have.

4.2. Speaker at various seminars and seminars

In different economic forums, both sectoral and intersectoral, aimed at entrepreneurs, workers, companies and managers.

Some have developed in different European countries

5. TEACHING EXPERIENCE

5.1. Associate Professor in the Marketing and Market Research Area. University of Valladolid. Faculty of Commerce

Since February 2013, when obtaining a place in a UVA competition, teaching is taught in the Faculty of Commerce in the Degree of Commerce, teaching the subjects of Marketing Fundamentals, Logistics and Sectoral Marketing Applications. The latter also in the Adaptation Course. All of them correspond to the Marketing and Market Research area.

5.2. Associate Professor in the Marketing and Market Research Area. University of Valladolid. Faculty of Economics and Business

Since 2001 within the Department of Economics and Business Administration of the Faculty of Economic and Business Sciences of the University of Valladolid, until 2003. Since 2004 it has been carried out in the Department of Business Organization and Marketing and Market Research.

The teaching has been taught in the Bachelor of Business Administration and Management, the Bachelor of Economics and the Bachelor of Research and Market Techniques. As well as in the new Degrees, specifically in the Degree of Business Administration and Management.

The subjects taught were: Fundamentals of Marketing, Commercial Management, Business Economics and Marketing Strategy, all of them correspond to the Market Marketing area.

The start of the activity takes place in October of 2001, developing in all the following academic courses until August 2012.

The FAVORABLE evaluation of the Agency for the Quality of the University System of Castilla y León (ACSUCYL) has been obtained. Since the year 2008.

5.3. Honorary collaborator assigned to the Marketing and Market Research Area. University of Valladolid

Appointed by the Rector at the proposal of the Faculty of Economic and Business Sciences since November 2012 for the academic year 2012-13.

5.4. Lecturer of a Seminar at the Copenhagen Business School (Denmark).

Year 2008. The seminar lasted 6 hours on the topic of "Brands and strategies of positioning and brand in the Spanish market"

5.5 Lecturer of a various Seminars in the Budapest Business School (Hungary).

Year 2008. The seminar lasted 6 hours on the topic of "Brands and strategies of positioning and brand in the Spanish market"

Year 2007. The seminar lasted 8 hours on the topic of "Strategic Marketing"

Year 2013. The seminar lasted 8 hours on the subject of "Marketing: Brand Strategies"

Year 2019. The seminar has lasted 8 hours on the subject of "Marketing: Brand Strategies"

5.6. Lecturer of various Seminars at the Università Degli Studi di Catania (Italy).

Year 2007. The seminar lasted 8 hours on the topic of "Strategic Marketing"

Year 2014. The seminar lasted 8 hours on the theme of "Made in Spain Brands"

Year 2017. The seminar has lasted 8 hours on the topic of "Strategic Marketing"

5.7. Lecturer of various Seminars at the University of Aveiro (Portugal).

Year 2006. The seminar has lasted 8 hours on the topic of "Strategic Marketing"

Year 2013. The seminar has lasted 8 hours on the subject of "Marketing: Spanish Brand Strategies"

Year 2016. The seminar has lasted 8 hours on the subject of "Marketing: Spanish Brand Strategies"

5.8. Lecturer of a Seminar at the University of Malta (Malta).

Year 2018. The seminar has lasted 8 hours on the subject of "Marketing of Finance"

5.9. Professor in the Course of Management of Agricultural Companies

In the Agrarian Marketing module. Postgraduate course of the University of Valladolid with which you obtain the title of University Specialist. Courses 1997-2001.

5.10. Professor in the Master of International Marketing

Organized by the University-Business Foundation of Valladolid in the 1993-94 academic year.

5.11. Professor of Financial Management

At the Universitas Nebrissensis (Universidad Antonio de Nebrija) in Madrid, in the Program of the European Business School.
Course 1990-91.

5.12. Professor of Spanish Economy

At the Universitas Nebrissensis (Universidad Antonio de Nebrija) in Madrid, in the Master Program in Business Administration (MBA).
Course 1990-91.

5.13. Professor of Accounting and Balance Analysis

At the Universitas Nebrissensis (Universidad Antonio de Nebrija) in Madrid, in the Master Program in Economic Journalism.
Course 1991-92.

5.14. Professor of Strategic Analysis and Project Feasibility Analysis

In various Management and Business Management courses.

5.15. Communicator in various Economics Congresses

Presentation of Communications in several Congresses of Regional Economy of Castilla y León held in different provinces of the Community.

5.16. Speaker and lecturer in various seminars and seminars

In different economic forums, sectorials and intersectorals, aimed at entrepreneurs, workers, companies and managers.

6. RESEARCH EXPERIENCE AND PUBLICATIONS

6.1. Lecturer at the 12th Congress of Regional Economy of Castilla y León. Valladolid. Year 2010

Presented and accepted by the Organization, the Communication "Incidence of demand training in the training system for employment in Castilla y León, 2004-10". The presentation takes place on November 21 and is published by the Ministry of Economy and Employment of the Government of Castilla y León in the Communications of the Congress, included in the Minutes.

6.2. Lecturer at the Conference "Training for employment: challenges and perspectives at the local level". Year 2010

Within the round table "Strategies and instruments of promotion, development and management of active employment policies for the local area" in the framework of the Start Project organized by the City of Zamora.

6.3. Lecturer at the Technical Conference "Professional Development and Competencies in the Healthcare Sector". Year 2010

Within the program Red Impulsa 2009-10 with a presentation called "The future of FP for employment. Integration and response to the needs of companies" organized by the Regional Council of Official Chambers of Commerce and Industry of Castilla y León.

6.4. Lecturer at the Conference "Training in the company, key to success." Year 2010

Within the round table "Accreditation of Professional Competencies in the most demanded profiles in attention to dependency" organized by Excellence Innova and funded by the Junta de Castilla y León.

6.5. Lecturer at the 11th Congress of Regional Economy of Castilla y León. Burgos. Year 2008

Submitted and accepted by the Organization the Communication "The formation of demand in Castilla y León with the new system of training for employment: 2004-07". The presentation takes place on November 20 and is published by the Ministry of Economy and Employment of the Government of Castilla y León in the Communications of the Congress, included in the Minutes.

6.6. Lecturer at the Motivation and Entrepreneurial Workshop. Zamora. Year 2008

Organized by the Association of Young Entrepreneurs of the Zamora in the frame impulse and information to present and future entrepreneurs.

6.7. Lecturer at the 10th Congress of Regional Economy of Castilla y León. Valladolid. Year 2006

Presented and accepted by the Organization the Communication "Continuing Education in the Economic and Social Situation of Castilla y León: Balance of Results 1993-2003". The presentation is made on November 22 and published by the Ministry of Economy and Employment of the Government of Castilla y León in the Communications of the Congress, collected in the Minutes.

6.8. Lecturer at the 9th Congress of Regional Economy of Castilla y León. Palencia Year 2004

Presented and accepted by the Organization the Communication "Continuing Education in the Economic and Social Situation of Castilla y León: Results Index". The presentation takes place on November 27 and is published by the Ministry of Economy and Employment of the Government of Castilla y León in the Communications of the Congress, included in the Minutes.

6.9. Lecturer at the conference "Training as an instrument to improve competitiveness in the automotive sector" organized by Facyl. Valladolid. Year 2003

Presentation of a presentation on Training in companies at the conference organized by the Business Association Facyl (Automotive Forum of Castilla y León). Published.

6.10. Lecturer at the 8th Congress of Regional Economy of Castilla y León. Valladolid. Year 2002

Presentation of the Communication "Incidence of Continuing Education in the Economic and Social Situation of Castilla y León". Published by the Ministry of Economy and Finance of the Junta de Castilla y León in the Communications of the Congress and collected in the Minutes.

6.11. Lecturer at the 7th Congress of Regional Economy of Castilla y León. Soria Year 2000

Presentation of the Communication "Balance of Continuing Education in Castilla y León: Interregional Comparison". Published by the Ministry of Economy and Finance of the Junta de Castilla y León in the Communications of the Congress and collected in the Minutes.

6.12. Lecturer at the 6th Congress of Regional Economy of Castilla y León. Zamora. Year 1998

Presentation of the Communication "Continuing Education in Castilla y León: Strategic Tool for Competitiveness". Published by the Ministry of Economy and Finance of the Junta de Castilla y León in the Communications of the Congress and collected in the Minutes.

6.13. Lecturer at the 5th Congress of Regional Economy of Castilla y León. Ávila Year 1996

Presentation of the Communication "The Incidence of the Creation of New Companies in the Economy of Castilla y León". Published by the Ministry of Economy and Finance of the Junta de Castilla y León in the Communications of the Congress and collected in the Minutes.

6.14. Lecturer at the 4th Congress of Regional Economy of Castilla y León. Burgos. Year 1994

Presentation of the Communication "The Sociedad Anónima Laboral: An Option in the Creation of Wealth". Published by the Ministry of Economy and Finance of the Junta de Castilla y León in the Communications of the Congress and collected in the Minutes.

6.15. Realization and supervision of Sectoral and Market Research Studies.

The studies carried out, of a total superior to 80, have been carried out from an Analysis of the Offer (attraction of sectors, products, competitive position of the companies, operators strategies, marketing mix, market shares by segments / products and perspectives of the sector: trends and analysis of threats / opportunities) and others from a Demand Analysis (characterization and segmentation of the clients, analysis of the purchasing process, selection criteria and positioning perceived by the demand).

6.16. Obtaining Research Proficiency in the Doctorate Program New Trends in Business Management

Several research works were carried out during the completion of the Doctorate Courses.

6.17. Direction of Final Degree Projects at the Faculty of Commerce

The direction and follow-up of Final Degree Projects has been carried out to students of Commerce.

6.18. From the 2013-14 academic year and up to the present, he is a member of several Final Degree Works Courts in the Faculty of Commerce

The assessment and analysis has been carried out as a member of the Court, made up of three members, of several End of Degree projects to students of Commerce. To mention some research: financial products, insurance, savings banks, financial advice, pharmacy sector, wine tourism, hospitality, wine, logistics, etc.

9. COURSES AND SEMINARS

Some of the courses and seminars in which I have participated have been the following:

9.1. English course "C1".

Organized by: Anchor Foundation

Duration: 19 hours

Year 2016. Valladolid.

9.2. Course "Self-realization of teaching videos".

Organized by: University of Valladolid

Duration: 5 hours

Year 2015. Valladolid.

9.3. English course "Upper-Intermediate".

Organized by: Anchor Foundation

Duration: 20 hours

Year 2015. Valladolid.

9.4. Course "The Entrepreneur we have inside: A new challenge for Universities, Students and the Country".

Organized by: University of Valladolid

Duration: 8 hours

Year 2013. Valladolid.

9.5. Course "Business Plan".

Organized by: Fafecyl

Duration: 4 hours

Year 2012. Valladolid.

9.6. Conference "Opportunities in International R + D + I Programs. Eureka, Iberoeka, bilateral and Eurostars programs".

Organized by: Agency for Innovation, Financing and Business Internationalization

Duration: 3 hours

Year 2012. Valladolid.

9.7. Course "Labor Market Information Sources. The Labor Market in Spain and Castilla y León. The Regional Observatory of Employment.

Organized by: Agency for Innovation, Financing and Business Internationalization

Duration: 20 hours

Year 2011. Valladolid.

9.8. New Strategies for Attraction of Investments.

Organized by: Agency of Innovation and Economic Development of Valladolid. City Council of Valladolid

Duration: 8 hours

Year 2011. Valladolid.

9.9. Development of European projects: New technologies and International Cooperation.

Organized by: School of Public Administration of Castilla y León

Duration: 15 hours

Year 2010. Segovia.

9.10. Planning of the Teaching Tasks and Time Management.

Organized by: Education and Teaching Innovation Area and Buendía center. University of Valladolid

Duration: 8 hours

Year 2010. Valladolid.

9.11. Talent Management in the ICT Sector.

Organized by: Aetical

Duration: 5 hours.

Year 2008. Valladolid.

9.12. Animations in Flash.

Organize: CVE

Duration: 30 hours.

Year 2008. Valladolid.

9.13. Practical analysis of public subsidies.

Organized by: Editorial Lex Nova

Duration: 5 hours.

Year 2007. Valladolid.

9.14. Law on Data Protection and Security Policy.

Organized by: Fundación Tripartita Formación en el Empleo

Duration: 3 hours.

Year 2006. Madrid.

9.15. Telematic Registry.

Organized by: Fundación Tripartita Formación en el Empleo

Duration: 7 hours

Year 2006. Madrid.

9.16. Monitoring and Liquidation of Contracts Program.

Organized by: Fundación Tripartita Formación en el Empleo

Duration: 7 hours

Year 2005. Madrid.

9.17. Corporate Social Responsibility and Solidarity Financing. The Microcredits.

Organized by: El Nuevo Monunes and Caja Duero

Duration: 5 hours.

Year 2004. Salamanca.

9.18. Competencies, Equality of Opportunities and Efficacy of Continuing Education.

Organized by: Fundación Tripartita Formación en el Empleo and Universidad Complutense

Duration: 14 hours

Year 2004. El Escorial (Madrid).

9.19. Present and Future of Communication in Castilla y León: The Role of the Regional Press as a Progress Factor in the Community.

Organized by: El Nuevo Lunes and El Corte Inglés

Duration: 8 hours

Year 2004. Valladolid.

9.20. MS Project 2000. 2004

Organized by: Instituto Cibernos

Duration: 14 hours

Year 2004. Valladolid.

9.21. Planning and Management of a Training Project.

Organize: Training Club and Epise

Duration: 20 hours

Year 2003. Madrid.

9.22. Foundations and patronage in the state of Autonomies: Comparative Legislation. Transparency, Social Responsibility and Society.

Organize: The New Monday

Duration: 5 hours.

Year 2003. Salamanca.

9.23. The Digital Image and its Treatment. Multimedia applications

Organized by: Buendía Center of the University of Valladolid

Duration: 12 hours

Year 2003. Valladolid.

9.24. Tell me with Humor. The sense of Humor in Communication and Relationship.

Organized by: Buendía Center of the University of Valladolid

Duration: 8 hours

Year 2003. Valladolid.

9.25. Seminar on Negotiation Techniques and Conflict Resolution.

Organized by: Regional Labor Relations Service, SERLA

Duration: 8 hours

Year 2002. Valladolid.

9.26. Training in Sectors.

Organized by: Foundation for Continuing Education

Duration: 16 hours

Year 2002. Madrid.

9.27. Training Course for the Performance of Basic Level Functions. Prevention of occupational hazards.

Organized by: Fremap - External Prevention Service

Duration: 30 hours.

Year 2001. Valladolid.

9.28. Quality management.

Organize: Tea Cegos

Duration: 20 hours

Year 2000. Madrid.

9.29. V Forum of Human Resources Management.

Organize: Human Capital

Duration: 3 days.

Year 2000. Madrid.

9.30. 4th, 5th, 6th 7th, 8th and 9th Congress of Regional Economy of Castilla y León.

Organized by: Junta de Castilla y León

Duration: 20 hours

Year 1994-2004

9.31. Conference on Collective Bargaining in Castilla y León.

Organized by: Economic and Social Council of Castilla y León

Duration: 1 day

Year 1999. Valladolid.

9.32. Education and Training in Spain at the Gates of the 21st Century.

Organize: Summer courses. General Foundation of the Complutense University of Madrid.

Duration: 30 hours.

Year 1998. Madrid.

9.33. Skills and Tools of Teamwork.

Organized by: Corporate Resources Group

Duration: 16 hours

Year 1998. Madrid.

9.34. Seminar on the Creation of Companies in Castilla y León.

Organized by: Economic and Social Council of Castilla y León

Duration: 1 day

Year 1997. León.

9.35. Self-assessment of Personal Potential.

Organized by: Fundación Universidad Empresa of Valladolid

Duration: 25 hours.

Year 1997. Valladolid.

9.36. III Castellano-Leonesas Conference of Regional Science. The Services for Production and Regional Development in Castilla y León.

Organized by: Castellano-Leonesa Association of Regional Science

Duration: 2 days.

Year 1997. Valladolid.

9.37. Telematic Systems and Internet.

Organized by: Confederación Vallisoletana de Empresarios

Duration: 70 hours.

Year 1997. Valladolid.

9.38. Computing.

Organize: Cecale

Duration: 100 hours.

Year 1997. Valladolid.

9.39. Office automation

Organized by: Economic and Social Council of Castilla y León

Duration: 80 hours.

Year 1997. Valladolid.

9.40. Management for Total Quality.

Organized by: Center for Business Studies of Castilla y León.

Duration: 100 hours.

Year 1996. Valladolid.

9.41. Incorporation of New Technologies in Companies.

Organize: Cecale

Duration: 8 hours

Year 1996. Zamora.

9.42. Managers for Change: Leaders and innovators.

Organize: Cecale

Duration: 8 hours

Year 1996. Salamanca.

9.43. Processes of Internationalization of the Pymes of Castilla y León.

Organize: Cecale

Duration: 8 hours

Year 1996. Palencia.

9.44. Commerce and Work

Organized by: Junta de Castilla y León.

Duration: 12 hours

Year 1994. Valladolid.

9.45. I Castilian Spanish Conference on Quality and Competitiveness.

Organized by: Junta de Castilla y León.

Duration: 1 day

Year 1994. Valladolid.

9.46. Competitive Analysis Methodology.

Organize: DBK.

Duration: 8 hours

Year 1991. Madrid.