

Management Techniques Training Modules mapped Excellence Criteria				NEWS Mapping Concept – Legend The identified free training modules have been grouped per management technique and then listed in more details, allowing a precise mapping of each course against the three main Excellence Models used in Europe, The Common Assessment Framework (CAF), the Excellence Framework Europe (EFE) and the EFQM Model. For example: The Management Technology considered is 360 Degree Feedback, which categorises it for CAF as “Leadership - Inspire, motivate and support people in the organisation and act as a role model” and for EFQM as “Purpose, Vision & Strategy: Understand the Ecosystem, own Capabilities & Major Challenges”. In EFE it could fit under 2 Hexagons, depending on the details of the 360° survey and the purpose for its results. They would be either “B1 - Develop strategy: Understanding the environment and own competences” or “C3 - Shaping collaboration: Designing structure and organisation”. In the mapping of the 360-Degree Feedback Tutorial from Aion Academy in our list, (https://www.aionacademy.online/course/360-degree-feedback) the EFE allocation is clearly C3 since the training focuses is on analysing results and developing action plans for continuous improvement. Other 360° trainings focus more on the internal leadership aspects and therefore would be mapped to the EFE against B1.
Management Approach or Tool	CAF	EFE	EFQM	Link to Training Module
360 feedback	1a	C1	1c	Training resource Feedback 360°
	1a	C1	1c	1. Comprensión de la retroalimentación de 360 grados – Alison https://alison.com/es/curso/comprension-de-la-retroalimentacion-de-360-grados Tipo: Curso online gratuito Idioma: Español Duración: Aproximadamente 1.5 horas Content: Explore how to effectively implement 360° feedback in organizations, its benefits, challenges, and how to use it to improve employee performance and development.

	1a	C3	1c	2. Performance Management Systems through 360 Degree Feedback – Udemy https://www.udemy.com/course/performance-management-systems-through-360-degree-feedback/ Tipo: Curso online gratuito Idioma: Inglés Duración: 1 hora y 45 minutos Content: Introduces the fundamentals of a performance management system using the 360-degree feedback mechanism, including its implementation and benefits.
	1a	C1	1c	3. Curso gratuito: Cómo hacer feedback en tu entorno laboral – Gestionándote https://www.gestionandote.org/curso-gratuito-como-hacer-feedback-en-tu-entorno-laboral/ Tipo: Curso online gratuito Idioma: Español Content: Teaches the basic principles for improving and motivating job performance through effective feedback techniques.
	1a	C1	1c	4. Feedback Power: Conversaciones que inspiran – Netzun https://netzun.com/cursos-online/feedback-power-conversaciones-que-inspiran Tipo: Curso online gratuito (requiere registro) Idioma: Español Content: Learn to have feedback conversations focused on talent development, addressing emotional management and creating a culture of trust.
	1a	A2	1c	5. Curso de retroalimentación para líderes de equipos – Cursos Gratis UNAM https://cursosgratisunam.com/desarrollo-personal/feedback/ Tipo: Curso online gratuito Idioma: Español Content: Develop effective communication and leadership skills, focusing on how to give and receive constructive feedback within work teams.
	1a	C3	1c	6. 360 Degree Feedback & Competency Assessment: Full HR Guide https://courses.impodays.com/360-degree-feedback-competency-assessment-full-hr-guide/ Tipo: Curso online gratuito Idioma: Inglés Contents: A comprehensive guide to designing, implementing, and leading 360° feedback projects, including questionnaire creation, feedback sessions, and automation tools.

	1a	C3	1c	7. 360 Degree Feedback – Aion Academy https://www.aionacademy.online/course/360-degree-feedback Tipo: Curso online gratuito Idioma: Inglés Duración: 4 horas de video Content: Advanced training in implementing 360-degree feedback, analyzing results, and developing action plans for continuous improvement.
	1a	C1	1c	8. Feedback 360º: qué es, cómo aplicarlo y plantilla gratuita – Hrider https://www.hrider.net/es/blog/8316/1/feedback-360-que-es-como-aplicarlo-y-plantilla-gratuita.html Tipo: Artículo con plantilla descargable Idioma: Español Content: Explains what 360° feedback is, how to apply it in organizations, and provides a free template for its implementation.
7 QC Tools	2c, 5a	C4	5a	1. The Seven Basic Quality Control (7-QC) Tools – Alison https://alison.com/es/curso/las-siete-herramientas-basicas-de-control-de-calidad-7-qc (Spanish) https://alison.com/course/the-seven-basic-quality-control-7-qc-tools (English) Type: Free online course Language: English/Spanish Duration: ~1.5 hours Overview: This course introduces the 7 basic quality tools commonly used for data collection, analysis, and quality improvement in organizations. It covers: Check sheets Histograms Cause-and-effect diagrams (Ishikawa) Pareto analysis Scatter diagrams Control charts Flowcharts Ideal for professionals aiming to support continuous improvement or performance excellence frameworks.
	2c, 5a	D4	5a	2. 7 Tools of Quality – Udemy https://www.udemy.com/course/7-tools-of-quality/ Type: Free online course (with registration) Language: English Duration: ~1 hour 45 minutes Overview: This course offers a practical approach using Microsoft Excel to demonstrate: What each tool is When and how to use it Applications in real process improvement settings Useful for implementing structured problem-solving and decision-making tools.
	2c, 5a	D4	5a	3. Seven Basic Quality Tools – Quality Gurus https://www.qualitygurus.com/courses/seven-basic-quality-tools/ Type: Free course module (requires email registration) Language: English

				Overview: Designed for beginners, this training breaks down each QC tool with visual explanations and downloadable resources. Aligned with Lean Six Sigma and ISO 9001 principles, it supports organizations working toward quality excellence.
	2c, 5a	D4	5a	4. 7 QC Tools for Process Improvement – Nikunj Bhoraniya Blog https://www.nikunjboraniya.com/2018/10/7-qc-tools.html Type: Free article with downloadable guides Language: English Overview: A detailed guide to the 7 QC tools with use cases, definitions, and visual aids. It provides: - When and why to use each tool - PDF and Excel templates - Application examples in industrial and service sectors
	2c, 5a	D4	5a	5. Understanding the 7 QC Tools – SlideShare by ASQ India https://asq.org/quality-resources/seven-basic-quality-tools?srltid=AfmBOogD0m-ukdDN9Tv-7BO8SLJd_sTJ3B0iHH9Sc84dnZ6nuxcTTiRo Type: Free presentation slides Language: English Overview: A visual summary of the 7 QC tools including definitions, real-life applications, and benefits. Ideal for self-study or internal workshops.
	4b	C3	5e	1. Fundamentals of Activity-Based Costing – Great Learning https://www.mygreatlearning.com/academy/learn-for-free/courses/fundamentals-of-activity-based-costing Type: Free online course Language: English Duration: Approximately 3 hours Overview: This beginner-level course covers the basics of ABC, including cost drivers, cost pools, overhead allocation, and emerging costing approaches. It also includes a case study comparing traditional costing with ABC.
Activity-Based Costing	4b	C3	5e	2. Zero-Based Budgeting and Activity-Based Costing – Alison https://alison.com/course/zero-based-budgeting-and-activity-based-costing Type: Free online course Language: English Duration: Variable Overview: This course explores both zero-based budgeting and ABC, providing practical examples and discussing the advantages and disadvantages of implementing these systems.
	4b	C3	5e	3. Activity-Based Costing Tutorial – Sophia Learning https://app.sophia.org/tutorials/activity-based-costing Type: Free tutorial Language: English Overview: This tutorial defines ABC, outlines its steps, discusses its advantages and disadvantages, and explores its use in service companies.
	4b	C3	5e	4. Activity-Based Costing Part 1 – OpenTuition (CIMA P1) https://opentuition.com/cima/cima-p1/activity-based-costing-part-1-cima-p1/ Type: Free lecture Language: English Overview: This lecture is part of the CIMA P1 course and provides an

				introduction to ABC, suitable for those preparing for professional accounting exams. opentuition.com
	4b	C3	5e	5. Activity-Based Costing – Wikipedia https://en.wikipedia.org/wiki/Activity-based_costing Type: Reference article Language: English Overview: This comprehensive article provides an overview of ABC, including its methodology, applications, limitations, and historical development.
Autonomous intralogistics	3a	D4	5c	1. Introduction to Autonomous Mobile Robots – MIT OpenCourseWare https://ocw.mit.edu/courses/2-12-introduction-to-robotics-fall-2005/ Type: OpenCourseWare Language: English Duration: Self-paced Overview: This course provides a foundational understanding of robotics, including topics on autonomous mobile robots which are integral to intralogistics automation. It covers kinematics, sensors, actuators, and control systems.
	3a	D4	5c	Warehouse Management: Inventory, Stock and Supply Chains https://alison.com/course/warehouse-management-inventory-stock-and-supply-chains?utm_source=google&utm_medium=cpc&utm_campaign=PPC_Tier-3_First-Click_Publisher-Courses&utm_adgroup=Course-2327_Warehouse-Management:-Inventory_-Stock-and-Supply-Chains&gclid=CjwKCAjw1dLDBhBoEiwAQNRiQamMvNaSRbvzAxZABti7hPNDBNpRDNRNmKwh3XkMVWrSvWvCW_4t_RoCirwQAvD_BwE&gad_source=1&gad_campaignid=20457635938 Type: online free course Language: English Overview: Gain the skills required to be a successful warehouse manager with this free online warehouse management course.
Benchmarking	2b	B1	1c	Excurs training module in Moodle course https://training.gaia.es/course/view.php?id=8
	2b	C2	1c	1. Six Sigma – Understanding Benchmarking Methods (Alison) https://alison.com/course/six-sigma-understanding-benchmarking-methods-revised-2018 • Type: Free online course • Language: English • Duration: Intermediate-level • Overview: Covers the structured Six Sigma benchmarking process—defining benchmarks, selecting best-in-class partners, data sourcing, gap identification, and Motorola’s 5-step model. Includes legal/ethical considerations, performance metrics, and success factors
	2b	B1	1c	2. Benchmarking Course – Atlantic International University https://courses.aiu.edu/Benchmarking%20and%20CRM.html • Type: Free open-access course • Language: Spanish/English • Overview: Self-paced lessons, quizzes, and final exam covering definitions, benchmarking phases, partner selection, and applications in CRM, strategic and data management .
	2b	B1	1c	3. Benchmarking Handbook – Internet Archive

				https://archive.org/details/benchmarkinghand0000ande • Type: Free downloadable PDF (208 pages) • Language: English • Overview: A step-by-step practical guide for planning and executing benchmarking projects
2b	B1	1c	4.	Benchmarking PDF Guide – Universidad de La Laguna (ULL) https://riull.ull.es/xmlui/bitstream/handle/915/1342/Benchmarking.pdf?sequence=1 • Type: Free PDF • Language: Spanish • Overview: Explores strategic planning, quality, productivity, time optimization, and types of benchmarking (internal, competitive, functional), aligned with EFQM concepts
2b	B1	1c	5.	Benchmarking Instrument for Business Process Management – UTEL https://apps.utel.edu.mx/recursos/files/r161r/w24451w/benchmarkinginstrumentosdelagestiondeprocesosdenegocio-110728172127-phpapp02.pdf • Type: Free PDF • Language: Spanish • Overview: Defines benchmarking, compares it with other methods, integrates with TQM and value management, details implementation steps and collaboration dimensions
2b	C2	1c	6.	Introduction Module – Certified Benchmarking Professional (KPI Institute) https://kpiinstitute.org/online-course-certified-benchmarking-professional/ • Type: Free performance measurement maturity module • Language: English • Overview: Covers benchmarking conceptual foundations and connects them to performance improvement and organizational excellence
2b	C2	1c	7.	"Introduction to Benchmarking" – Academia.edu https://www.academia.edu/23537833/Introduction_to_Benchmarking • Type: Free academic paper/PDF • Language: English • Overview: Theoretical and practical aspects, methods for efficiency and productivity evaluation, deep dive into DEA/SFA techniques
2b	B1	1c	8.	Wiki Article – Benchmarking (Wikipedia) https://en.wikipedia.org/wiki/Benchmarking • Type: Reference article • Language: English • Overview: Presents methodology, 12-stage benchmarking process (Camp model), types of benchmarking, and key references like Boxwell and Camp
2b	B1	1c	9.	EFQM Model Module – Benchmarking Section https://www.clubexcelencia.org/sites/default/files/media/file/modulo-4.-la-metodologia-de-benchmarking_0.pdf • Type: Free PDF module • Language: Spanish • Overview: Specifically examines how benchmarking is addressed within the EFQM Model, including diagnostic REDER tool and practical exercises
2b	C2	1c	10.	Design Toolkit – Benchmarking https://infolibros.org/libros-pdf-gratis/negocios/benchmarking/ • Type: Free PDF guide • Language: Spanish

				Overview: Practical toolkit for product/UX benchmarking: selecting comparisons, setting criteria, collecting observations, and documenting findings
Brainstorming	5e	A1	1a, 1d	Excurs training module in Moodle course https://training.gaia.es/course/view.php?id=8
	5e	A1	1a, 1d	1. Creative Thinking: Techniques and Tools for Success – Coursera (Imperial College London) https://www.coursera.org/learn/creative-thinking-techniques-and-tools-for-success Format: MOOC, free to audit Language: English Duration: ~5 weeks (1–4 hrs/week) Highlights: Teaches various brainstorming techniques—list, sticky-note, grid, alphabet—within a structured creativity framework. Includes hands-on exercises and peer interaction
	5e	A1	1a, 1d	2. Introduction to Creative Thinking: Tools for Success – Coursera (Imperial College London) https://www.coursera.org/learn/introduction-to-creative-thinking Format: MOOC, free to audit Language: English Duration: ~5 weeks (1–4 hrs/week) Highlights: Focuses on brainstorming methods like list, sticky-note, grid, alphabet brainstorming. Supported by the Creativity Diamond framework
	5e	A1	1a, 1d	3. Brainstorming Techniques – CIGMA Pedia Free Online Course https://cigmapedia.com/free-online-courses/brainstorming-techniques/ Format: Self-paced online course Language: English Highlights: Covers traditional and advanced methods—mind mapping, SCAMPER, reverse brainstorming—plus facilitation and translating ideas into action my-mooc.com+15cigmapedia.com+15Eduta+15
	5e	A1	1a, 1d	4. Brainstorming Techniques: Spark Ideas, Solve Challenges – Eduta https://www.eduta.org/courses/brainstorming-techniques-course/ Format: Self-paced online course Language: English Highlights: Explores creativity psychology, classic & advanced techniques (round robin, Six Thinking Hats, SCAMPER), and facilitation/evaluation strategies
	5e	A1	1a, 1d	5. Step 3: Brainstorm Using the Best Creativity Techniques – OpenClassrooms https://openclassrooms.com/en/courses/7459741-learn-about-design-thinking/7715136-step-3-brainstorm-using-the-best-creativity-techniques Format: Free module within a Design Thinking course Language: English Highlights: Focused module on ideation, highlighting multiple guided brainstorming techniques within a structured innovation flow
BSC - balanced scorecard	1b, 2	B3	1d	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	1b, 2	B3	1d	1. Balanced Scorecard (BSC) – Strategy Management Framework & its Measures – Alison https://alison.com/course/balanced-scorecard-bsc-strategy-management-framework-and-its-measures Format: Free self-paced online course Language: English

				• Highlights: ○ Covers BSC characteristics, uses, pros, cons, and challenges ○ Explores KPIs, SMART objectives, BSC perspectives, strategy maps, cascading, and ADKAR change model ○ Includes 9-step implementation process from assessment to evaluation
		B3		2. Free Strategic Planning Course – BSC Designer https://bscdesigner.com/strategic-planning-course.htm • Format: 6 short video lessons • Language: English • Highlights: ○ Teaches strategic process steps: mission/vision, SWOT, BSC, strategy maps, KPI definition, cascading, and prototype creation ○ Practical exercise using free BSC Designer account
		B3		3. Balanced Scorecard Tutorial with Free Certificate – Mind Luster https://www.mindluster.com/course/457/Balanced-Scorecard • Format: Free online video course • Language: English • Highlights: - Explains the four BSC perspectives - Teaches how to use strategy maps and link KPIs to organizational objectives - Includes optional free certificate
		B3		4. Penser et piloter son Business Model avec le Balanced Scorecard – FUN MOOC https://www.fun-mooc.fr/fr/cours/penser-et-piloter-son-business-model-avec-le-balanced-scorecard/ • Format: 6-week MOOC with weekly quizzes • Language: French • Highlights: - Integrated management and strategic control with BSC - Includes strategic mapping and performance indicator selection via real company cases
		B3		5. Balanced Scorecard Online Course – Intrafocus Academy https://www.intrafocus.com/balanced-scorecard-online/ • Format: Self-paced online video course (9 modules) • Language: English • Highlights: - Comprehensive modules from vision/assessment to communication and automation - Includes strategic planning workbook, KPI ebook, strategy tools, and a certificate of attendance
Cash Flow Analysis	4b	C4	5e	1. Free Cash Flow Analysis – ColumbiaX on edX https://www.edx.org/learn/cash-flow-analysis/columbia-university-free-cash-flow-analysis • Format: MOOC, free audit option • Language: English • Duration: ~5 weeks (3–4 hrs/week) • Highlights: Learn to calculate, project, and interpret free cash flows for firm valuation using Enterprise DCF and multiples methods
	4b	D4	5e	2. Cash Flow Management Basics – Alison https://alison.com/course/cash-flow-management-basics • Format: Self-paced online course

				• Language: English • Highlights: Covers liquidity, efficiency, profitability ratios, and their impact on financial statements; teaches cash flow analysis basics
	4b	C4	5e	3. Free Cash Flow Analysis – CIGMA Pedia https://cigmapedia.com/free-online-courses/free-cash-flow-analysis/ • Format: Free online guide/course (via aggregator) • Language: English • Highlights: Teaches free cash flow calculation, interpretation, and use in evaluating financial stability and operational performance
	4b	C4	5e	4. Free Cash Flow Analysis – Edukatico https://www.edukatico.org/en/online-course/free-cash-flow-analysis • Format: MOOC aggregator with edX source • Language: English • Highlights: Provides introduction to DCF, cash flow projection, and valuation using multiples; suitable for beginner to intermediate learners
	4b	C4	5e	5. Cash Flow Analysis Courses – Class Central https://www.classcentral.com/subject/cash-flow-analysis • Format: Aggregated list of MOOCs • Language: English • Highlights: Browse a comprehensive list of free courses on cash flow analysis across platforms like edX and Coursera
	5d	4	5a	EXCURS PPT https://training.gaia.es/course/view.php?id=8
Cause and effect diagram	5d	C3	5a	1. Root Cause Analysis: Fishbone Diagram – Impodays https://courses.impodays.com/root-cause-analysis-fishbone-diagram/ • Format: Free online course • Language: English • Highlights: ○ Introduction to root cause analysis and the Fishbone diagram ○ History and when to use it ○ Live demonstrations and step-by-step creation ○ Tips for successful implementation in Lean Six Sigma contexts edrawmind.wondershare.com+15edurog+15Your Training Course Material Resource+15edrawmind.wondershare.com+1edrawmind.wondershare.com+1
	5d	C3	5a	2. Root Cause Analysis: Cause, Effect & 5 Whys Diagram – Alison https://alison.com/course/root-cause-analysis-cause-effect-and-whys-diagram • Format: Free self-paced course • Language: English • Highlights: ○ Covers Ishikawa diagram, 5 Whys method, Pareto charts, and cause-effect matrix ○ Explains how these tools integrate within Lean Six Sigma for performance improvement
	5d	C3	5a	Free Interactive Tools & Templates While not full courses, these platforms offer hands-on experience with Fishbone diagrams: • Creately – Online fishbone diagram maker with real-time collaboration and templates https://creately.com/lp/fishbone-diagram-maker-online/?utm_source=chatgpt.com

				Sigma Exacta – Free Ishikawa diagram generator suitable for quality problem-solving https://sigmaexacta.com/ishikawa?utm_source=chatgpt.com Boardmix AI Template – AI-powered cause & effect chart creator https://www.chatdiagram.com/template/cause-and-effect-fishbone-template?utm_source=chatgpt.com
Change Management	2c	6	2c, 5b	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	2c	F2	2c, 5b	1. Diploma in Change Management – Alison https://alison.com/course/diploma-in-change-management-revised Format: Self-paced online diploma course Language: English Duration: 10–15 hours Overview: Covers organizational change theory, planning and executing change, managing resistance, leadership roles, stakeholder communication, and change governance. Free to study, with a digital certificate option upon completion
	2c	F2	2c, 5b	Introduction to Change Management – Alison https://www.for9a.com/en/courses/Free-Online-Course-offered-by-Alison-Introduction-to-Change-Management Format: Short introductory course (~2–3 hours) Language: English Overview: Explores core concepts, types of change, cultural influences, communication strategies, and stakeholder engagement in change init
	2c	F2	2c, 5b	2. Change Management – Organizational Capacity for Change – Alison https://alison.com/course/change-management-organizational-capacity-for-change-revised Format: Self-paced course Language: English Overview: Focuses on organizational readiness and capacity for change—including culture, systems, leadership, and sustaining change efforts over time
	2c	F2	2c, 5b	3. Change Management – BusinessBalls https://www.businessballs.com/change-management/ Format: Free online course/workbook Language: English Overview: Interactive module including key concepts, core change models (Fisher, Kirton), and self-assessment quizzes. Suitable for continuous improvement frameworks
	2c	F2	2c, 5b	4. Mastering Change Management – Great Learning https://www.mygreatlearning.com/academy/learn-for-free/courses/change-management Format: Self-paced course Language: English Overview: Focuses on the why and how of change management—covering resistance, planning, implementation, and post-change monitoring. Free to access; certificate requires fee
	2c	F2	2c, 5b	5. Change Management – Packt Course on Class Central https://www.classcentral.com/course/coursera-packt-change-management-rutve-425459 Format: MOOC (Coursera via Packt) Language: English

				Overview: Teaches Kotter's 8-step method, Lewin's Force Field Analysis, change curve, and leadership strategies to manage resistance and drive transformation
	2c	C3	2c, 5b	7 Change Management Process & Models – UniAthena https://uniathena.com/short-courses/mastering-change-management-process-models Format: Self-paced short course Language: English Overview: Covers change management principles, process-based and people-centered models, stakeholder management, and full implementation cycle. Free to learn with optional paid certification
Collective leadership	1d	3	2a	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	1d	D2	2a	1. Collective Leadership – OpenLearn (The Open University) https://www.open.edu/openlearn/money-business/collective-leadership/content-section-0?active-tab=description-tab Format: Self-paced, ~6 hours Language: English Overview: - Explores the shift from heroic to collective leadership - Covers leadership theories, group dynamics, and the metaphor of the "Collective Canyon" - Includes real-world case studies and interactive quizzes - Offers a free Statement of Participation upon completion
	1d	D2	2a	2. Collective Leadership – Class Central https://www.classcentral.com/course/openlearn-money-business-collective-leadership-95863 Format: Mirror of the OpenLearn course, hosted via Class Central Language: English Overview: - Same content as above, six-hour introductory course with statement of participation
	1d	D2	2a	3. Collective Leadership – OpenCoursa https://opencoursa.com/course/collective-leadership/ Format: Replica of the OU course on aggregate platform Language: English Overview: - Structured similarly, based on The Open University's free content
	1d	D2	2a	4. Collective Leadership with Open Learn – WI Learning Hub https://learninghub.thewi.org.uk/on-demand/courses/study-leadership-collective-leadership-with-open-learn/ Format: Hosted via Women's Institute Learning Hub Language: English Overview: - Identical course content, free access, ~6 hours, includes quizzes and badge (no sign-up through OU required)
	1c	3	4b	EXCURS PPT https://training.gaia.es/course/view.php?id=8
Communication Analysis	1c	C1	4b	1. COM-101: Communication Analysis – OER Commons https://oercommons.org/courseware/lesson/115350 Format: Self-paced full undergraduate-level course Language: English Highlights:

				○ Explores verbal, visual, and organizational communication ○ Includes fifteen modules on theory, critical inquiry, and writing ○ Covers communication across cultures, gender, and professional settings
	1c	C1	4b	2. Effective Communication in the Workplace – Open University / OpenLearn https://www.open.edu/openlearn/money-business/effective-communication-the-workplace/content-section-overview?active-tab=description-tab • Format: 8-week self-paced module (~3 hrs/week) • Language: English • Highlights: ○ Focuses on verbal, non-verbal, and written communication in professional contexts ○ Includes interactive activities, real-life scenarios, and a free digital badge and statement of participation
	1c	C1	4b	3. Effective Communication Online Course – Great Learning https://www.mygreatlearning.com/academy/learn-for-free/courses/effective-communication • Format: Self-paced short course (~1.5 hrs) • Language: English • Highlights: ○ Covers business email writing, report structuring, and communication strategies ○ Includes quizzes and certificate of completion
	1c	C1	4b	4. Communication Management – Great Learning https://www.mygreatlearning.com/academy/learn-for-free/courses/communication-management • Format: Self-paced course (~1.5 hrs) • Language: English • Highlights: ○ Focuses on principles and tools of organizational and project communication ○ Includes quizzes and certificate option
	1c	B3	4b	5. Foundations of Strategic Communications – Coursera https://www.coursera.org/learn/foundations-of-strategic-communications • Format: MOOC with audit mode • Language: English • Highlights: ○ Focuses on audience analysis, persuasive strategies, and overcoming communication barriers ○ Includes videos, readings, and assignments
Communication and relationships (including cross-cultural communication)	5c	3	3	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	5c	E3	3	1. Understanding Cross-Cultural Communication in International Business – Alison https://alison.com/course/understanding-cross-cultural-communication-in-international-business-revised • Format: Free online course • Language: English • Highlights: Explores intercultural communication, ethnocentrism, stereotypes, and five key cultural dimensions. Offers strategies to bridge communication gaps in international business settings.

	5c	E1	3	2. Introduction to Cross-Cultural Awareness – Alison https://alison.com/course/introduction-to-cross-cultural-awareness • Format: Self-paced • Language: English • Highlights: Focuses on DEI principles, enhancing cultural competence in the workplace with strategies to improve communication and leadership in multicultural environments.
	5c	C1	3	3. Effective Communication in the Workplace – OpenLearn (Open University) https://www.open.edu/openlearn/money-business/effective-communication-the-workplace/content-section-overview?active-tab=description-tab • Format: 8-week, 3 hrs/week self-paced • Language: English • Highlights: Covers verbal, non-verbal, written, and remote communication in diverse and challenging contexts. Includes reflective activities, interactive quizzes, and a free digital badge.
	5c	E1	3	4. Intercultural Communication – FutureLearn https://www.futurelearn.com/courses/intercultural-communication/10 • Format: Short MOOC • Language: English • Highlights: Teaches cultural identity, communication styles, values across cultures, and strategies to navigate and improve cross-cultural interactions.
	5c	C1	3	5. Communication Skills for Managers – Alison https://alison.com/course/effective-communication-skills-for-managers-revised • Format: Free online course (3 hours) • Language: English • Highlights: Developed for managers to enhance communication techniques—nonverbal cues, active listening, influence, and negotiation—in team and meeting contexts.
Communication Plan	3d	3	4b	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	3d	C3	4b	1. Communication Management – Great Learning https://www.mygreatlearning.com/academy/learn-for-free/courses/communication-management • Format: Self-paced video course (~1.5 hrs) • Language: English • Highlights: ○ Focuses on planning organizational and project communication ○ Covers crafting communication plans, identifying stakeholders, channel selection, tracking/reporting activities, and measuring effectiveness ○ Includes quizzes and a free certificate of completion
	3d	E	4b	2. Effective Communication Course – Great Learning https://www.mygreatlearning.com/academy/learn-for-free/courses/effective-communication • Format: Self-paced video course (~1.5 hrs) • Language: English • Highlights: ○ Teaches how to tailor clear messaging and build communication strategies

				Includes establishing channels, assessing effectiveness, and structuring clear messages—key in communication planning
	3d	E	4b	3. Diploma in Communication Skills – Alison https://alison.com/course/diploma-in-communication-skills-revised Format: Self-paced diploma (~10–15 hrs) Language: English Highlights: - In-depth exploration of communication channels and barriers - Covers planning, delivering persuasive messages, context/relationship analysis—essential for communication planning
	3d	C1	4b	4. Effective Communication Skills for Managers – Alison https://alison.com/course/effective-communication-skills-for-managers-revised Format: Self-paced short course (~3 hrs) Language: English Highlights: - Modules include conversation prep, non-verbal cues, influence, presentations, and meeting planning - Teaches how to plan and structure communications—vital for stakeholder engagement plans
	3d	C1	4b	5. Effective Communication Essentials – Alison https://alison.com/course/communication-essentials Format: Self-paced course Language: English Highlights: - Covers email, report writing, business letters, meetings, and presentation techniques - Helps develop structured communication materials that feed into planning frameworks
	1e, 3b	D4	5a	1. Conflict Management – Great Learning https://www.mygreatlearning.com/academy/learn-for-free/courses/conflict-management Format: Self-paced video course (~1.5 hrs) Language: English Highlights: - Defines types and sources of conflict - Teaches intervention strategies and resolution approaches - Includes real-life examples, quizzes, and free completion certificate cigmapedia.com+10mygreatlearning.com+10ClassCentral+10Alison+2Alison+2Alison+2
	1e, 3b	D4	5a	2. Conflict Management and Resolution – Alison https://alison.com/course/conflict-management-and-resolution Format: Self-paced online course (~1–3 hrs) Language: English Highlights: - Covers conflict analysis, resolution strategies, and emotional dynamics - Includes 5 conflict resolution methods, group conflict management, and mediation practices mygreatlearning.com+7Alison+7Alison+7

Conflict management

	1e, 3b	C1	5a	3. Communication and Conflict Management – Alison https://alison.com/course/communication-and-conflict-management • Format: Self-paced certificate course • Language: English • Highlights: ○ Focuses on negotiation, relationship management, and perceptual/persuasive interpersonal skills ○ Explores conflict processes and leader roles in resolution cloudassess.com+15Alison+15fundsforngos.org+15
	1e, 3b	A2	5a	4. Dealing with Workplace Conflict – Alison https://alison.com/course/dealing-with-workplace-conflict • Format: Self-paced intermediate course • Language: English • Highlights: ○ Explains behaviors and attitudes leading to conflict ○ Includes anger management, communication tactics, and stress/time handling skills coursesity.com+2MOOCList+2Alison+2Alison
	1e, 3b	C3	5a	5. Conflict Management: Resolving Conflicts With Confidence – Alison https://alison.com/course/conflict-management-resolving-conflicts-with-confidence • Format: Self-paced courseCC • Language: English • Highlights: ○ Explores root causes, ADR techniques, negotiation strategies, and conflict trees ○ Designed to support both workplace and personal conflict resolution Coursera+15Alison+15Alison+15
	1e, 3b	C3	5a	6. Conflict Resolution in the Workplace – Alison https://alison.com/course/conflict-resolution-in-the-workplace • Format: Self-paced intermediate course • Language: English • Highlights: ○ Focuses on harassment, civility initiatives, TKI conflict styles, and mediation frameworks ○ Offers tools for developing policies and resolving disputes Alison
	1e, 3b	A2	5a	7. Introduction to Conflict Management and Negotiation – Alison https://alison.com/course/introduction-to-conflict-management-and-negotiation-revised • Format: Self-paced online course • Language: English • Highlights: ○ Covers intrapersonal, interpersonal, intergroup conflict ○ Teaches conflict styles, timing, BATNA, negotiation stages ClassCentral+7fundsforngos.org+7Alison+7Alison+1Alison+1
	1e, 3b	A3	5a	8. Anger Management and Conflict Resolution – Alison https://alison.com/course/anger-management-and-conflict-resolution • Format: Self-paced course • Language: English • Highlights: ○ Focuses on managing anger to prevent destructive conflict

				Integrates emotional regulation and resolution strategies Alison+5Alison+5mygreatlearning.com+5
	1e, 3b	C1	5a	9. Conflict Management and Resolution – CIGMA Pedia https://cigmapedia.com/free-online-courses/conflict-management-and-resolution/#google_vignette Format: Self-paced aggregator course Language: English Highlights: - Covers negotiation, emotional intelligence, active listening - Emphasizes win-win outcomes and collaborative conflict handling
Connected company / Smart factory	4d	C4	5c, 5d	Excurs training https://training.gaia.es/course/view.php?id=8
	4d	C4	5c, 5d	1. Digital Manufacturing and Industry 4.0 – Alison https://alison.com/course/digital-manufacturing-and-industry-4-0 Format: Self-paced video course Highlights: Covers digital transformation from paper-based to digital systems, smart factory concepts, IIoT, digital twins, and data security
	4d	C4	5c, 5d	2. Industry 4.0: PLM, Value Chain & Smart Factory – Coursera (L&T EduTech) https://www.coursera.org/learn/industry-4-plm-value-chain-and-smart-factory Format: 3-week MOOC, free to audit Highlights: Explores PLM, ERP integration, RPA, digital twins, AGVs, predictive maintenance, smart energy, AR, quality management 4.0
	4d	C4	5c, 5d	3. Digital Manufacturing: Introduction & Smart Design – Coursera (part of specialization) https://www.coursera.org/learn/digital-technology-and-smart-design-for-manufacturing Format: 3-week MOOC, free audit Highlights: Fundamentals of Industry 4.0, Digital Thread, IoT, cyber-physical systems, CAD/CAM, digital twins, and infrastructure
	4d	C4	5c, 5d	4. Essentials of Industry 4.0 & Smart Factory – Olanab Consults https://www.olanabconsults.com/free-courses/essentials-of-industry-40-smart-factory-free Format: Self-paced video course Highlights: Covers core principles of Industry 4.0, automation, IIoT, data exchange, workforce dynamics, and smart factory technologies
	4d	C4	5c, 5d	5. Digital Manufacturing Training System for SMEs (Digit-T) https://www.digit-t.eu/ Format: Self-paced e-learning modules Highlights: Introduced by European partners targeting SMEs; provides clear guidance and practical entry point into digital manufacturing
Cost Comparison	4c	D4	5e	1. CAP Project: Cost Analysis Modules https://capproject.org/modules-welcome Format: Self-paced, 5 asynchronous modules Highlights: Designed for researchers and practitioners, it walks through: - Designing a cost analysis - Collecting and recording cost data - Analysing for cost estimates - Reporting cost and cost-effectiveness metrics Use case: Ideal for learning structured cost comparators and methodology Alison+13CAP Project+13MOOC List+13
	4c	D4	5e	2. Diploma in Cost Accounting – Alison https://alison.com/course/diploma-in-cost-accounting

				• Format: Free diploma-level online course • Highlights: Covers cost classification, cost-volume-profit analysis, break-even, variance reporting, marginal costing—key foundations for cost comparisons Alison
	4c	C4	5e	3. Diploma in Quantity Estimation & Cost Analysis – Alison https://alison.com/course/diploma-in-quantity-estimation-and-cost-analysis-an-introduction • Format: Diploma-level online course • Highlights: Aimed at engineers and surveyors, it covers: ○ Quantity estimation ○ Bill of quantities ○ Rate analysis ○ Tender cost comparison and analysis CAP Project+15Alison+15Wikipedia+15
	4c	D4	5e	4. Introduction to Cost Accounting & Classification – Alison https://alison.com/course/introduction-to-cost-accounting-and-cost-classification • Format: Self-paced course (~3–4 hours) • Highlights: Focuses on cost stratification, break-even, contribution analysis, and CVP—vital for comparative cost decision-making Financial Times+6Wikipedia+6Wikipedia+6Alison
	4c	D4	5e	5. Free Cost Accounting Courses – Alison https://alison.com/tag/cost-accounting • Format: Curated list of free cost accounting courses • Highlights: Explore multiple complementary modules on budgeting, standard vs actual costs, and financial decision-making supporting cost comparisons CAP Project+14Alison+14Coursera+14Class Central
	4c	C4	5e	6. Cost Management Courses – Class Central https://www.classcentral.com/subject/cost-management • Format: MOOC aggregator • Highlights: Lists free courses on project cost management (budgeting, estimating, control), cloud cost, and cost-benefit analysis – helpful for benchmarking cost data
Critical Success Factors	1b	4	2b, 5a	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	1b	B1	2b, 5a	1. CIMA E3: SWOT, Objectives, Critical Success Factors & Benchmarking – OpenTuition https://opentuition.com/cima/cima-e3/cima-e3-swot-objectives-critical-success-factors-benchmarking/ • Format: Self-paced lecture + downloadable notes • Language: English • Highlights: ○ Explores how CSFs integrate with SW-OT analysis, strategic objectives, and benchmarking ○ Ideal for understanding CSFs in strategic decision-making contexts aligned with business excellence
	1b	B1	2b, 5a	Free Guides & Articles on CSFs (Not formal courses) • Creately – "Understanding Critical Success Factors in Strategic Planning" https://asana.com/es/resources/critical-success-factors?utm_source=chatgpt.com

				- Walks through CSF definitions, classification (industry, strategic, environmental, temporal, management-position), KPI linkage, and embedding CSFs in strategy Asana – "What are critical success factors and how to use them?" https://asana.com/es/resources/critical-success-factors?utm_source=chatgpt.com - Offers step-by-step guidance for defining CSFs, integrating them into planning, setting metrics, and tracking—very practical
Critical thinking	3c	F2	3b	1. Thinking Critically – Alison https://alison.com/course/thinking-critically Format: Self-paced online course Language: English Highlights: - Teaches the critical thinking process, group problem-solving, and decision-making approaches - Covers brainstorming guidelines, solution evaluation, and presentation skills for clarity - Includes assessments and optional certificate upon completion
	3c	F2	3b	2. Logical and Critical Thinking – FutureLearn (University of Auckland) https://www.futurelearn.com/courses/logical-and-critical-thinking Format: 8-week MOOC (~4 hrs/week) Language: English Highlights: - Covers construction and evaluation of arguments, logical fallacies, deductive vs. inductive reasoning - Applies thinking tools across science, law, ethics - Developed by presenters Tim Dare and Patrick Girard
	3c	A1	3b	3. Critical Thinking for Sustainable Business Solutions – Coursera (The Open University) https://www.coursera.org/learn/critical-thinking-sustainable-business-solutions Format: 4-week MOOC, free audit available Language: English /Spanish Highlights: - Blends critical and creative thinking within sustainable business contexts - Focuses on ideation, reasoning modes, and reflective decision-making
	3c	A1	3b	4. Free Critical Thinking Course – Catch Wisdom https://catchwisdom.com/course/critical-thinking/ Format: Self-paced training → exam → certificate Language: English (certificate available in seven languages) Highlights: - Structured into 8 modules covering logic, problem-solving, source evaluation, communication, digital-age thinking - Concludes with exam and multilingual certificate
	3c	A1	3b	5. Critical Thinking at University: An Introduction – FutureLearn https://www.futurelearn.com/courses/critical-thinking-at-university

				• Format: 2-week MOOC (~4 hrs/week) • Language: English • Highlights: ○ Introduces academic critical thinking fundamentals: argument analysis, reasoning clarity, evidence assessment ○ Emphasizes application in academic and professional decision-making
Customer Relationship Management	5c	D1	3a, 4d	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	5c	D1	3a, 4d	1. Customer Relationship Management – Great Learning https://www.mygreatlearning.com/academy/learn-for-free/courses/customer-relationship-management • Format: Self-paced (~1.5 hrs), English • Highlights: Covers CRM fundamentals, processes, communication, customer service, and relationship management. Includes quizzes and free certificate of completion
	5c	D1	3a, 4d	2. Customer Relationship Management in Business Services – Alison https://alison.com/course/customer-relationship-management-in-business-services-revised • Format: Self-paced, English • Highlights: Explores service design, consumer behavior, service blueprints, and managing customer experiences in business services
	5c	D1	3a, 4d	3. CRM Course – Edutin Academy https://edutin.com/curso-de-crm-2741 • Format: 1-week, ~2 hrs total, Spanish • Highlights: Covers CRM fundamentals, implementation, lead management, software tools (HubSpot, Dolibarr), and AI trends
	5c	D1	3a, 4d	4. Manage Your Customer Relationships With CRM – OpenClassrooms https://openclassrooms.com/en/courses/5961521-manage-your-customer-relationships-with-crm • Format: Self-paced (~6 hrs), English • Highlights: Teaches mapping customer journeys, defining CRM strategies, selection of tools, and implementation steps.
	5c	D1	3a, 4d	5. Customer Relationship Management – Coursera (Starweaver) https://www.coursera.org/learn/customer-relationship-management • Format: 1-module MOOC (~9 hrs), free audit option • Highlights: Focuses on data-driven CRM, segmentation, loyalty strategies, and performance measurement. Audit mode is free
	5c	D1	3a, 4d	6. Customer Relationship Management Training – Catch Wisdom https://catchwisdom.com/course/customer-relationship-management/ • Format: Self-paced (~4.5 hrs), English, certificate available in 7 languages • Highlights: Explores CRM basics, communication, sales and support workflows, customer insights, marketing automation, and future trends
	5c	D1	3a, 4d	7. Free CRM Course – Learn CRM (Simplilearn) https://www.simplilearn.com/crm-course-free-skillup • Format: Self-paced (~2 hrs), English • Highlights: Covers CRM tools, strategies, AI in CRM, and best practices. Includes certificate upon completion
	5c	D1	3a, 4d	8. UniAthena – Free CRM Course Bundle https://uniathena.com/new-free-customer-relationship-management-courses

				Format: Short modules, English Highlights: Ten free courses covering fundamentals, applications, trends, and strategies
Customer requirement matrix (QFD)				Excurs training module https://training.gaia.es/course/view.php?id=8
	5b	D4	4c, 4d	1. Basics of TQM–Deployment & Auditing (with QFD focus) – UniAthena https://uniathena.com/short-courses/basics-of-quality-deployment-auditing-in-tqm Format: Self-paced (~4–6 hrs) Highlights: Includes a core module on constructing the House of Quality, understanding customer voice integration, and applying QFD within TQM systems. Free with optional certificate
	5b	D4	4c, 4d	2. Quality Function Deployment Tutorial – Vskills https://www.vskills.in/certification/tutorial/quality-function-deployment-qfd-2/ Format: Written tutorial Highlights: Covers core QFD steps: voice of customer, relationship diagrams, correlation matrix (roof), and CTQ prioritization
	5b	D4	4c, 4d	3. MoreSteam EngineRoom Basic QFD Tutorial https://www.moresteam.com/help/engineerroom/qfd-basic Format: Interactive web guide Highlights: Demonstrates simplified HOQ usage, step-by-step entry of customer needs ("Whats") and technical responses ("Hows"), correlation scoring, and technical prioritization.
	5b	D4	4c, 4d	4. QFD Online – Interactive HOQ Tutorials https://qfdonline.com/qfd-tutorials/ Format: Interactive HTML tutorials (Flash-based) Highlights: Guided walk-throughs of House of Quality, Kano model integration, VOC capture, and correlation matrix examples
	5b	D4	4c, 4d	5. Interactive QFD Tool – Sigma Exacta https://sigmaexacta.com/qfd Format: Online tool Highlights: Drag-and-drop creation of HOQ with relationships and correlation matrix. Outputs priorities and exports to Excel
	5b	D4	4c, 4d	6. MIT OpenCourseWare – Lecture on QFD and House of Quality https://ocw.mit.edu/courses/22-033-nuclear-systems-design-project-fall-2011/resources/lecture-4-quality-function-deployment-qfd-and-house-of-quality/ Format: Video lecture Highlights: MIT instructor explains QFD application for car design, focus on managing trade-offs and prioritization MIT OCW – QFD & House of Quality Lecture
	5b	D4	4c, 4d	7. QFD Tutorial by IIT Kharagpur (NPTEL Six Sigma) https://freevideolectures.com/course/4218/nptel-six-sigma/11 Format: Free video lecture Highlights: Comprehensive walkthrough of QFD phases within a Six Sigma context
	5b	D4	4c, 4d	8. “Introduction to Quality Function Deployment” PDF – SigmaZone https://www.sigmazone.com/Files/Introduction%20to%20Quality%20Function%20Deployment.pdf Format: PDF guide

				Highlights: Easy-to-follow example of a simplified House of Quality, practical steps from gathering customer needs to interpreting the roof correlations
Customer satisfaction analysis	5b	D1	6	1. Free ISO 10002 Customer Satisfaction Course – Catch Wisdom https://catchwisdom.com/course/iso-10002-customer-satisfaction/ Format: Self-paced online course with exam Language: English Highlights: Teaches implementation of ISO 10002 standard on managing complaints, analyzing feedback, and enhancing customer-centricity. Certificate available in 7 languages Udemy+15Catch Wisdom+15Class Central+15.
	5b	D1	6	2. Voice of the Customer Toolkit & Techniques – Alison https://alison.com/course/voice-of-the-customer-toolkit-and-techniques Format: Free online course Language: English Highlights: Covers data collection (surveys, interviews), VOC analysis, Lean Six Sigma techniques to improve customer satisfaction Alison.
	5b	D1	6	3. Python NLTK for Beginners: Customer Satisfaction Analysis – Coursera Project https://www.coursera.org/projects/python-nltk-for-beginners-customer-satisfaction-analysis Format: Guided project (1–2 hours) Language: English Highlights: Learn text-based CSAT analysis using Python and NLTK, ideal for sentiment analysis on reviews sa.lcft.org.uk+7MOOC List+7Coursera+7YouTube.
	5b	D1	6	4. How to Analyze Customer Satisfaction Data – Survicate Blog https://survicate.com/blog/analyze-customer-satisfaction-survey-data/ Format: Practical guide (blog post) Language: English Highlights: Step-by-step on designing, evaluating, and interpreting CSAT surveys using quantitative and qualitative methods Class Central+13survicate.com+13appinio.com+13sentisum.com+3wizr.ai+3YouTube+3.
	5b	D1	6	5. 5 Simple Steps of Customer Satisfaction Analysis – FullSession https://www.fullsession.io/blog/customer-satisfaction-analysis/ Format: Blog guide Language: English Highlights: Defines CSAT analysis process: gathering feedback, trend spotting, and applying insights to improve customer satisfaction MOOC List+8asknicely.com+8Alison+8Coursera+15FullSession+15dovetail.com+15.
	5b	D1	6	6. Customer Satisfaction Score (CSAT) Analysis Template – Dovetail https://dovetail.com/customer-research/csat-template/ Format: Free downloadable template + guide Language: English Highlights: Excel/Google-Sheets template for systematically tracking and analyzing CSAT data FullSession+7dovetail.com+7ConvoZen+7.
	5b	D1	6	7. How to Do a Customer Satisfaction Analysis – SentiSum https://www.sentisum.com/library/customer-satisfaction Format: Tips guide Language: English

				Highlights: Covers turning CSAT insights into organizational actions through quantification, strategic alignment, and feedback loops Alison+3ConvoZen+3asknicely.com+3sentisum.com.
	5b	D1	6	8. Customer Feedback Analysis: Steps & Template – Convozen.ai https://convozen.ai/blog/contact-center/customer-feedback-analysis/ Format: Detailed blog + template Language: English Highlights: Provides a structured 6-step process—collection, categorization, sentiment scoring, summarization, reporting, and action planning ConvoZen.
Data driven decision making				EXCURS PPT https://training.gaia.es/course/view.php?id=8
	5a	B3	5a	1. Data-Driven Decision Making – Coursera (PwC) https://www.coursera.org/learn/decision-making Format: 1–4 weeks, free to audit Highlights: Fundamentals of data analytics, big data, dashboards, and analytics framework used in business contexts. Includes hands-on assignments in a simulated environment
	5a	B3	5a	2. Data-Driven Decision Making for Business Growth – Alison https://alison.com/course/data-driven-decision-making-for-business-growth Format: Self-paced course Highlights: Combines theoretical and practical analytics for forecasting trends, optimizing operations, boosting customer experience, and aligning data strategies with business goals
	5a	B3	5a	3. Data-Driven Decision Making Training – Catch Wisdom https://catchwisdom.com/course/data-driven-decision-making/ Format: Self-paced with exam & free certificate (multi-language) Highlights: Covers essentials of data-informed decisions, KPI selection, interpreting analytics, and building an analytical mindset
	5a	B3	5a	4. Data-Driven Decision Making Training – HubSpot Academy https://academy.hubspot.com/lessons/data-driven-business Format: 37-minute video plus quiz Highlights: Teaches aligning business goals with metrics, setting data-driven targets, and implementing a data strategy using HubSpot's framework
	5a	B3	5a	Additional MOOC Collections (Free to audit) https://www.classcentral.com/subject/data-driven-decision-making?utm_source=chatgpt.com Class Central and MOOC List offer comprehensive listings of data-driven courses, including North American & European university offerings
Data-enabled resource optimisation	4c	4	5a	Excurs training module https://training.gaia.es/course/view.php?id=8
	4c	C4, D4	5a	1. Introduction to Optimization Through the Lens of Data Science – Gurobi Format: Self-paced, video-based course Highlights: Introductory course that blends optimization and data science using Gurobi and Python. Includes modeling exercises like the “Burrito Optimization Game.” Link: https://www.gurobi.com/news/gurobi-to-launch-free-optimization-course-for-data-scientists/
	4c	C4, D4	5a	2. Data Processing and Optimization with Generative AI – Coursera (Microsoft) Format: Free to audit (~28 assignments in 5 modules)

Decentralised & flexible value creation				• Highlights: Combines AI-driven data preparation and optimization for resource planning, cleaning, and generating synthetic datasets. • Link: https://www.coursera.org/learn/data-processing-and-optimization-with-generative-ai
	4c	C4, D4	5a	3. Optimizing Resource Usage in Supply Chains – Coursera (University of California Irvine) • Format: MOOC, 3 weeks, free audit • Highlights: Focuses on capacity optimization using linear programming, Excel Solver, and business modeling in supply chain contexts. • Link: https://www.coursera.org/learn/supply-chain-optimization?utm_medium=sem&utm_source=gg&utm_campaign=b2c_emea_x_multi_ftcof_career-academy_cx_dr_bau_gg_pmax_gc_s1_en_m_hyb_23-12_x&campaignid=20858198824&adgroupid=&device=c&keyword=&matchtype=&network=x&deviceid=&creativeid=&assetgroupid=6490027433&targetid=&extensionid=&placement=&gad_source=1&gad_campaignid=20854471652&gbraid=0AAAAADdKX6ZakdCOAyS1rQNUyG03XS-gl&gclid=Cj0KCQjw-NfDBhDyARIsAD-ILeD_WWzAYJPa9I3A00CRWFci0rpOFolhOLfkDrdzbkyZK_CB7qCCFTcaAm_FEALw_wcB
	4c	C4, D4	5a	4. Learn Optimization – Gurobi Learning Center • Format: Self-paced tutorials, games, and videos • Highlights: Includes Opti101, Opti201, Opti202, and “The Burrito Optimization Game.” Offers interactive tutorials for real-world modeling. • Link: https://www.gurobi.com/learn/
	4c	C4, D4	5a	5. TinyML & Efficient Deep Learning – MIT (YouTube Lecture Series) • Format: Video lecture series from MIT • Highlights: Focuses on resource-constrained optimization for deploying AI on embedded systems, emphasizing pruning, quantization, and TinyML. • Link: https://hanlab.mit.edu/courses/2024-fall-65940
	5b	4	4a	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	5b	C4	4a	1. Blockchain, Cryptoassets & Decentralized Finance – Coursera (University of Pennsylvania) https://www.coursera.org/learn/blockchain-crypto-decentralized-finance • Format: MOOC (~17 hours, free to audit) • Highlights: ○ Explains how smart contracts and tokenization shift value creation from centralized entities to decentralized networks. ○ Covers features like self-sovereign identity and distributed computing.
	5b	C4	4a	2. Web3 & Blockchain Transformations in Global Supply Chains – Coursera (INSEAD + FedEx) https://www.coursera.org/learn/web3-and-blockchain-transformations-in-global-supply-chains • Format: MOOC (~6–8 hours, free to audit) • Highlights: ○ Demonstrates how blockchain enables partner collaboration, visibility, and decentralization across supply chains. Focuses on IoT integration and smart contract orchestration.

	5b	C4	4a	3. Introduction to Decentralised Finance (DeFi) – Alison https://alison.com/course/introduction-to-decentralized-finance-defi Format: Self-paced course Highlights: - Offers a high-level overview of DeFi: token architecture, lending protocols, exchanges. Contextualizes value creation mechanisms independent of traditional intermediaries.
	5b	D4	4a	4. Web3 Foundation MOOCs – edX https://www.edx.org/school/web3x Format: Audit-accessible MOOCs Highlights: - Covers decentralized architectures (e.g., Polkadot, blockchain interoperability, decentralized governance). Provides foundations for constructing flexible and interconnected value ecosystems.
	5b	D4	4a	5. Digital Transformation of Value Creation Systems – University of Bamberg https://www.uni-bamberg.de/en/scm/studies/master/digital-transformation-of-value-creation-systems/ Format: University-level seminar (open materials) Highlights: - Addresses the shift from product-oriented models to data- and service-oriented ecosystems. - Covers cross-company value chains and maturity assessment tools.
	4a	B1	1c, 3c	1. Foundations of Strategic Partnerships: Building Alliances – Impodays (Free Course) https://courses.impodays.com/foundations-of-strategic-partnerships-building-alliances/ Format: Self-paced online video course Highlights: Offers frameworks for conceptualizing, negotiating, forming, and sustaining strategic partnerships. Ideal for understanding alliance lifecycles and diagnosing challenges. LPCentre+7FutureLearn+7capacityproject.org+7Banco Asiático de Desarrollo+15MOOC List+15LPCentre+15edurog+1Course Joiner+1
Diagnosing Alliance Challenge	4a	C1	1c, 3c	2. Partnership Building Toolkit – Capacity Project (PDF) https://capacityproject.org/images/stories/files/capacity%20project%20partnership%20building%20toolkit.pdf Format: Downloadable PDF Highlights: Practical resource featuring a diagnostic inventory tool specifically designed for identifying alliance challenges and prescribing strategies for resolving issues such as partner unreliability, misalignment, or communication breakdowns.
	4a	1	1c, 3c	3. Process of Partnership Building (FutureLearn) https://www.futurelearn.com/info/courses/health-promotion/0/steps/218846 Format: Free course module on FutureLearn Highlights: Focuses on the operations phase of partnerships, with a module (“Step 7”) dedicated to diagnosing alliance health, identifying issues, and deploying remedies. Contextual case study included.
	4a	C1	1c, 3c	4. Alliance Manager Self-Assessment Tool – Peter Simoons https://www.petersimoons.com/alliance-manager-self-assessment/

Digital Assistant systems				Format: Self-scoring online tool Highlights: Evaluates over 40 competencies relevant to alliance management, including relational intelligence, communication, and strategic alignment. Ideal for gap analysis and personal development planning.
	4a	B1	1c, 3c	5. “What Are the Main Challenges in Alliance Management?” – Strategic Leaders Consulting https://strategicleadersconsulting.com/what-are-the-main-challenges-in-implementing-strategic-alliance-management/ Format: Online article Highlights: Identifies common pitfalls—misalignment, trust issues, cultural and communication barriers—and outlines strategies to address them. Great for self-paced learning.
	4a	C1	1c, 3c	6. [Building Alliances in Global Health – Coursera (Johns Hopkins / ESSEC via MOOC List)] https://www.mooc-list.com/tags/alliances?utm_source=chatgpt.com Format: MOOC, free to audit (English) Highlights: Uses real-world health sector alliances (e.g., polio eradication) to explore diagnosing alliance performance issues, stakeholder cohesion, and partnership resilience.
	4d	4	5d	Excurs training module https://training.gaia.es/course/view.php?id=8
	4d	C4	5d	1. Become a Digital Assistant Developer – Oracle Format: Self-paced learning path with hands-on labs Highlights: - Learn to build conversational AI using Oracle Digital Assistant - Create dialogue flows, NLP models, multi-language skills - Integrate assistants with backend systems Link: Oracle Digital Assistant Developer Path Wikipedia+4learn.oracle.com+4learn.oracle.com+4
	4d	C4	5d	2. Building AI-Powered Assistants with Oracle Digital Assistant Format: Free course with hands-on lab Highlights: - Step-by-step guide to designing robust chatbot skills - Use NLP and conversation design best practices Link: Oracle AI-Powered Assistants Course Class Central+1Alison+1learn.oracle.com
	4d	C4	5d	3. Virtual Assistant: Find, Hire, Train, and Manage – YouTube UDEMY Tutorial Format: YouTube video (~1 hour) Highlights: - Practical guide to setting up and overseeing human virtual assistants - Covers recruitment, task delegation, performance tracking Link: YouTube VA Management Tutorial communityskilling.org+15Class Central+15eassistantvs.com+15Wikipedia+3Alison+3arXiv+3
	4d	C4	5d	4. Working as a Virtual Assistant – Alison Format: Self-paced course (free, CPD accredited with certificate) Highlights: - Explores VA roles, niche discovery, tools, data security - Ideal for designing VA strategies and workflows Link: Alison Working as a VA Wikipedia+15Alison+15Alison+15
	4d	C4	5d	5. Class Central Virtual Assistants Courses Listing

				• Format: MOOC aggregator • Highlights: ○ Offers 60+ courses on building AI assistants, using tools like Dialogflow/CX, or managing human VAs ○ Includes free tutorials on voice assistants and chatbots • Link: Class Central VA Courses
Digital Human Resource Management	3a, 3b	3	3b	Excurs training module in Moodle course https://training.gaia.es/course/view.php?id=8
	3a, 3b	D2	3b	1. Human Resource Management – Great Learning https://www.mygreatlearning.com/academy/learn-for-free/courses/human-resource-management • Format: Self-paced (~2.25 hrs + quizzes, certificate available) • Highlights: Covers digital HR practices like HR analytics, performance management, recruitment, onboarding, compensation, training, and employee engagement—key components of digital HR transformation.
	3a, 3b	D2	3b	2. Free Diploma in Human Resource Management – eLearning College https://www.elearningcollege.com/free-online-courses/hr-courses-online • Format: Self-paced diploma (~several modules) • Highlights: Covers modern HR topics including recruitment, talent management, performance appraisal, compliance, remote workforce management, and digital tools. Certificate upon completion.
	3a, 3b	D2	3b	3. Free Course: Human Resource Management – Cursa https://cursa.app/en/free-course/human-resource-management-cfac • Format: Self-paced (~21 hrs) • Highlights: Strategic HRM through a digital lens: talent acquisition, employer branding, onboarding, performance reviews, and building learning strategies—fully free with certificate.
	3a, 3b	D2	3b	4. Free HR Training and Certifications – HR Academy (HRsimplified) https://hrsimplified.org/free-hr-academy-online-hr-training-and-certifications/ • Format: Self-paced short modules • Highlights: Expert-led modules on digital HR topics: employee relations, compliance, leadership development, and modern HR systems—includes free credentials.
	3a, 3b	D2	3b	5. Free Online HR Courses – Oxford Home Study Centre https://www.oxfordhomestudy.com/courses/hr-courses-online/free-online-hr-courses-with-certificates • Format: Self-paced short courses in HR, recruitment, talent acquisition, and HR & AI • Highlights: Highlights the intersection of AI and digital HR processes, with digital credentialing available.
Digital Marketing	5c	D1	4b	1. Fundamentals of Digital Marketing – Google Digital Garage https://skillshop.exceedlms.com/student/catalog/list?category_ids=7879&locale=en-GB • Format: Self-paced modular course (26 modules) • Highlights: Covers SEO, SEM, social media, email, analytics, e-commerce; includes certificate accredited by IAB Europe
	5c	D1	4b	2. Digital Marketing Strategy – University of Edinburgh via edX https://www.edx.org/learn/digital-marketing • Format: MOOC, audit for free

NEWS – Shared Training Modules

				• Highlights: Strategic planning, digital branding, consumer behavior, campaign development
5c	E	4b		3. Meta Social Media Marketing – Coursera (Meta) https://www.coursera.org/professional-certificates/facebook-social-media-marketing?utm_medium=sem&utm_source=gg&utm_campaign=b2c_emea_facebook-social-media-marketing_meta_ftcof_professional-certificates_cx_dr_bau_gg_sem_pr_s1_en_m_hyb_24-01_x&campaignid=20915282308&adgroupid=159310765876&device=c&keyword=meta%20social%20media%20marketing%20coursera&matchtype=p&network=g&devicemodel=&creativeid=691911907375&assetgroupid=&targetid=kwd-2033855613531&extensionid=&placement=&gad_source=1&gad_campaignid=20915282308&gbraid=0AAAAADdKX6Y-Mh0Ap-bLDNQf4INF5eqw&gclid=Cj0KCQjw-NfDBhDyARIsAD-ILeA4FL6iKujYpvNmdiHN3fnqWwh4Xs9E8cjdNIvOqn2Wda5MvLo_VlaAtyQEALw_wcB • Format: MOOC, audit-only free • Highlights: Social strategy, content planning, performance measurement across Facebook, Instagram, and more
5c	E	4b		4. Semrush Academy – Free Courses https://www.semrush.com/academy/ • Format: Self-paced lessons (SEO, content strategy, paid ads) • Highlights: Learn platform-specific tactics; includes certification
5c	E	4b		5. Free Digital Marketing Course – Simplilearn https://www.simplilearn.com/free-digital-marketing-basics-course-skillup • Format: ~5 hours self-paced video • Highlights: SEO, social media, Google Ads fundamentals; includes certificate
5c	E	4b		6. Free Digital Marketing Course – Intellipaat Academy https://intellipaat.com/academy/course/free-digital-marketing-course/ • Format: Self-paced with projects • Highlights: Covers SEO, SMO, content, video, email, branding, analytics
5c	D1	4b		7. Digital Marketing Specialization – University of Illinois (Coursera) https://www.coursera.org/specializations/digital-marketing • Format: Multi-course specialization, audit-only free • Highlights: Marketing in digital era, analytics, SEO, content, digital media strategy, capstone project
5c	D1	4b		8. Marketing in a Digital World – Coursera (Illinois) https://www.coursera.org/learn/marketing-digital?utm_medium=sem&utm_source=gg&utm_campaign=b2c_emea_x_multi_ftcof_career-academy_cx_dr_bau_gg_pmax_gc_s1_en_m_hyb_23-12_x&campaignid=20858198824&adgroupid=&device=c&keyword=&matchtype=&network=x&devicemodel=&creativeid=&assetgroupid=6490027433&targetid=&extensionid=&placement=&gad_source=1&gad_campaignid=20854471652&gbraid=0AAAAADdKX6ZakdCOAyS1rQNUyG03XS-gl&gclid=Cj0KCQjw-NfDBhDyARIsAD-ILeA7WTOY03aCUJ5He7lmpHzKi5VZSCqhFydfpue0oI7Xsl-zNHKhyk4aAiH-EALw_wcB • Format: 4 weeks, audit-only free • Highlights: Core digital transformation themes, changing roles of marketing, 3D printing, digital tools
4a	3	3e		1. Digital Supply Chain – From Design to Operate

Digital Supply Chain Management				https://www.classcentral.com/course/coursera-supply-chain-digitization-strategy-and-design-417445 Format: Self-paced MOOC (~4 weeks, 2–3 hrs/week) Focus: Build an end-to-end digital supply chain based on SAP's Intelligent Enterprise vision—covering design, planning, manufacturing, logistics, and operations C
	4a	C3	3e	2. The Digital Economy: Effective Supply Chain Management – FutureLearn (Open University) https://www.futurelearn.com/courses/supply-chain-management Format: MOOC (4–6 weeks free access) Focus: How digitalisation reshapes structure, risk, and competitive advantage in supply chains; enhances cost, value, and ethics
	4a	D3	3e	3. Digital Transformation Across the Extended Supply Chain – openSAP (In a Nutshell) https://www.classcentral.com/course/sap-learning-digital-transformation-across-the-extended-supply-chain-5932 Format: 6-week MOOC Focus: Extended supply chain strategies including customer centricity, personalized products, and digital agility in partner ecosystems
Digital twin of the assets	4d	4	5c	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	4d	C4	5c	1. Mastering Digital Twins – EIT Digital via Coursera https://www.coursera.org/learn/mastering-digital-twins Provider: Coursera / EIT Digital Format: Short MOOC (~1 hr) Highlights: Basics of digital twins, levels (model/shadow/twin), industrial applications, business impact Free Access: Audit mode (certificate optional)
	4d	C4	5c	2. Digital Twins – University of Michigan (Coursera) https://www.coursera.org/learn/digital-twins Provider: University of Michigan Format: 3-week course (~3 hrs/week) Highlights: Implementation in manufacturing, platforms, use cases, and risks Free Access: Audit mode
	4d	C4	5c	3. Introduction to Digital Twin and Its Applications – Hong Kong Polytechnic via edX https://www1.mooc-list.com/course/introduction-digital-twin-and-applications-edx Provider: The Hong Kong Polytechnic University Format: 5–12 weeks, self-paced Highlights: Applications in buildings, factories, smart cities; basics of modeling and simulation Free Access: Audit mode (certification optional)
	4d	C4	5c	4. Class Central – Digital Twin Courses Listing https://www.classcentral.com/search?q=digital+twin Provider: Aggregator Format: Various (MOOCs, tutorials, lectures) Highlights: Searchable list of 200+ digital twin courses from multiple platforms Free Access: Most courses free in audit mode
	4d	C4	5c	5. Simumatik Academy – Digital Twin Simulation

				https://academy.simumatik.com/ Provider: Simumatik Format: Self-paced courses Highlights: Asset-level digital twin creation, real-time simulation, PLC/IoT integration Free Access: Some beginner-level content is free with registration
	4d	C4	5c	6. Digital Twin Fundamentals – Impodays https://courses.impodays.com/ Provider: Impodays Format: Free guided online course Highlights: Data modeling, real-time updates, simulation, and capstone projects Free Access: Fully free with sign-up
	4d	C4	5c	7 Digital Twin Hub – Ethics, Governance & Gemini Principles https://www.digitaltwinhub.co.uk/ Provider: Digital Twin Hub / Centre for Digital Built Britain Format: Articles and modular learning Highlights: Ethical principles, data interoperability, licensing, governance of digital assets Free Access: Fully free (open content)
Digital Twin of the facility	4d	C4	5c	Excurs training module in Moodle course https://training.gaia.es/course/view.php?id=8
Emotional intelligence	3e	A3/ C1	3	1. Develop Your Emotional Intelligence – Alison https://alison.com/course/develop-your-emotional-intelligence Format: Self-paced (~2–4 hrs) Highlights: Learn about EI vs IQ, emotional models, self-regulation, empathy, decision-making skills, and enhancing relationships in personal and professional life
	3e	A3/ C1	3	2. Diploma in Emotional Intelligence – Alison https://alison.com/course/diploma-in-emotional-intelligence Format: Comprehensive diploma course Highlights: Covers self-awareness, mindfulness, interpersonal skills, stress & decision management, team resilience, and leadership applications
	3e	A3/ C1	3	3. Emotional and Social Intelligence – Class Central (Coursera content) https://www.classcentral.com/course/emotional-and-social-intelligence-25326 Format: MOOC Highlights: Teaches EI assessments, the “Foundational 4 Quadrants,” self-management, empathy, stress handling, and relationship building.
	3e	A3/ C1	3	4. Emotional Intelligence: Cultivating Immensely Human Interactions – Coursera (University of Michigan) https://www.coursera.org/learn/emotional-intelligence-cultivating-immensely-human-interactions Format: 4-week MOOC, free audit Highlights: In-depth on self-awareness, regulation, social awareness, team awareness, and trust-building via reflective exercises and assessments.
	3e	A3/ C1	3	5. Emotional Intelligence in the Workplace – LearnKartS (Coursera) https://www.coursera.org/learn/emotional-intelligence-for-everyone Format: MOOC

				Highlights: Focuses on EI fundamentals like self-awareness, motivation, self-regulation, empathy, and social skills tailored for workplace effectiveness.
	3e	A3/ C1	3	6. Emotional Intelligence – Packt (Coursera) https://www.coursera.org/learn/packt-emotional-intelligence-viohg Format: Self-paced MOOC Highlights: Offers seven practical strategies to boost EI, with modules on empathy, self-control, motivation, and advanced social skill
	3e	A3/ C1	3	7. Managing Emotions in Times of Uncertainty & Stress – Coursera (Yale) https://www.coursera.org/learn/managing-emotions-uncertainty-stress Format: Short MOOC (~4 weeks), free audit Highlights: Techniques for emotional resilience, stress management, self-awareness, and emotional well-being in challenging contexts.
	3e	A3/ C1	3	8. Free Emotional Intelligence Course – EQ Applied https://eqapplied.com/free-course/ Format: 7-day email-based program Highlights: Daily practical rules for developing EI, with worksheets and structured daily practice
Finance for non-financials	4b	C4	5e	1. Finance for Non-Financial Managers – Coursera (Emory University, taught by Thomas Smith) https://www.coursera.org/learn/finance-for-non-financial-managers Format: Self-paced MOOC (~11 hrs; 9 modules) Highlights: - Learn financial statement analysis, ratios, cost of capital, cash flow, and investment techniques - Focus on applying financial insights to business decisions Class Central+8Class Central+88+فرصة+MOOC List+7Coursera+7edurog+7
	4b	C4	5e	2. Finance for Non-Finance Professionals – Coursera (“Basic Finance for Non-Finance”) https://www.coursera.org/learn/finance-for-non-finance Format: Short MOOC (approx. 4 modules) Highlights: - Explores financial analysis, forecasting, budgeting, and strategic finance basics courses.uwe.ac.uk+3Coursera+3lsbf.org.uk+3Class Central+15Coursera+1515+فرصة
	4b	C4	5e	3. Free Finance Fundamentals Tutorial – Udemy https://www.udemy.com/course/finance-for-non-finance-managers-y/ Format: Free on-demand video (~2 hrs) Highlights: - Covers basics: financial statements, cash vs accrual, bank terms, markets, and more lsbf.org.uk+3Udemy+3Wikipedia+3
	4b	C4	5e	4. Financial Analysis & Planning for Non-Finance Professionals – Impodays https://courses.impodays.com/financial-analysis-planning-for-non-finance-professionals/ Format: Self-paced video course (~3 hrs) Highlights: - Teaches revenue/expense analysis, budgets, cash flow, cost analysis, and basic forecasting Class Central+15courses.uwe.ac.uk+15Meirc Training & Consulting+152+فرصة+edurog+2courses.uwe.ac.uk+2

	4b	C4	5e	5. Finance for Non-Financial Managers – UWE Bristol CPD Course https://courses.uwe.ac.uk/Z20000126/finance-for-non-financial-managers-online-delivery Format: 20-hour online self-study Highlights: - Structured modules on financial statements, cost decisions, analysis, and investment appraisal with CPD certificate Class Central+11courses.uwe.ac.uk+11kayaconnect.org+11
	4b	C4	5e	6. Finance for Non-Financial Professionals – edX (University of Cambridge) https://www.edx.org/learn/economics-finance/university-of-cambridge-finance-for-non-financial-managers Format: MOOC Highlights: - Focuses on reporting, budget proposals, Excel modeling, and quantitative finance tools
Financial Risk Management	4b	C4	5a, 5e	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	4b	C4	5a, 5e	1. Introduction to Financial Risk Management – Great Learning https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-financial-risk-management Format: Self-paced video course (approx. 2–3 hours) Highlights: Covers risk identification, assessment, mitigation strategies, and monitoring key indicators like market trends and economic conditions
	4b	C4	5a, 5e	2. Risk Management – Open University / OpenLearn https://www.open.edu/openlearn/money-business/risk-management?active-tab=description-tab Format: 8-session self-paced module Highlights: Focuses on risk analysis fundamentals and risk management processes relevant to financial, operational, and strategic domains
	4b	C4	5a, 5e	3. Financial Risk Management for Managers – Alison https://alison.com/course/financial-management-for-managers-risk-analysis Format: Self-paced online course Highlights: Teaches techniques such as sensitivity analysis, scenario planning, decision trees, and break-even analysis in capital budgeting
	4b	C4	5a, 5e	4. Financial Risk Analytics – Great Learning https://www.mygreatlearning.com/academy/learn-for-free/courses/financial-risk-analytics Format: 3-hour self-paced video with quizzes & certificate Highlights: Explores credit risk modeling, market risk optimization, regulatory capital, hedging, and valuation adjustments
	4b	C4	5a, 5e	5. Diploma in Financial Risk Management – UniAthena https://uniathena.com/short-courses/diploma-in-financial-risk-management Format: Diploma-level course with multiple modules Highlights: Comprehensive content covering enterprise risk management and banking sector risks
	4b	C4	5a, 5e	6. Understanding Risk Management in the Financial Sector – CIGMA Pedia https://cigmapedia.com/free-online-courses/understanding-risk-management-in-financial-sector/ Format: Text-based course

				• Highlights: Explains market, credit, operational, and liquidity risk with tools to protect investments and ensure regulatory compliance
FMEA - failure mode and effect analysis	5d	D4	5a, 5b	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	5d	D4	5a, 5b	1. Becoming an FMEA Practitioner – Alison https://alison.com/course/becoming-an-fmea-practitioner • Format: Self-paced introductory course (2–4 hrs, CPD accredited) • Highlights: ○ Covers fundamentals, FMEA types, process steps, scoring, and RPN methodology ○ Teaches how to conduct FMEA from scratch and integrate corrective actions .
	5d	D4	5a, 5b	2. Failure Mode & Effect Analysis – Olanab Consults https://www.olanabconsults.com/free-courses/failure-mode-effect-analysis-fmea-free • Format: Self-paced video course • Highlights: ○ Focuses on core principles, root cause analysis, deployment steps, and implementation best practices .
	5d	D4	5a, 5b	3. Impodays FMEA Fundamentals https://courses.impodays.com/fmea-failure-modes-effects-analysis/ • Format: Guided video training • Highlights: ○ Offers detailed breakdown of FMEA sections, use cases, deployment steps, and reporting techniques .
	5d	D4	5a, 5b	4. Free FMEA Tutorial – LiveTalent https://livetalent.org/elearning-course/free-failure-mode-and-effects-analysis-fmea-tutorial-introduction-to-fmea-failure-mode-effects-analysis/ • Format: Video-based introduction • Highlights: ○ Covers types of FMEA, key factors for successful implementation, and best practices .
	5d	D4	5a, 5b	5. Free FMEA Guide & Workbook PDFs (Bosch, Six Sigma material, etc.) https://assets.bosch.com/media/global/bosch_group/purchasing_and_logistics/information_for_business_partners/downloads/quality_docs/general_regulations/bosch_publications/booklet-no14-failure-mode-and-effects-analysis_EN.pdf • Format: Downloadable PDF guides • Highlights: ○ Bosch booklet with methodology and ISO references ○ Six Sigma and industry-standard process templates
	5d	D4	5a, 5b	Practical Tools & References • Class Central FMEA Courses Listing – Over 20 courses (includes free audit options; paid sessions too) https://www.classcentral.com/subject/fmea • IHI Toolkit FMEA (Spanish) – PDF – Healthcare-focused FMEA methodology . https://www.ihl.org/sites/default/files/2023-09/QI-Essentials_An%C3%A1lisis-de-Modos-de-Fallas-y-Efectos-FMEA_Espa%C3%B1ol.pdf • Academic FMEA Handbook v4.1 – Academia.edu – In-depth manual covering steps, calculations, detection/prevention controls . https://www.academia.edu/38335327/FMEAHandbook_V4_1_1

From expert to leader	1	A1	1e	1. Mastering the Transition from Technical Expert to Leader – University of Wisconsin–Madison (InterPro Program) https://interpro.wisc.edu/courses/mastering-the-transition-from-technical-expert-to-leader/ Format: Self-paced MOOC-style modules Highlights: - Explores challenges in career shift, communication, delegation, team motivation, and leadership presence - Ideal for emerging engineering and technical leaders
	1	A1	1e	2. Transition from Technical Expert to Leader – Professional Practice Academy https://professionalpractice.academy/technical-expert-to-leader/ Format: Insightful article guide (June 2024) Highlights: Outlines key steps: delegation, active listening, self-reflection, strategic vision, emotional intelligence, and accountability
	1	A1	1e	3. Making the Shift: What New Leaders Need to Know/Do – Frontline Training (Webinar) https://frontlineon.com/webinars/making-the-shift-what-new-leaders-need-to-know-do/ Format: Free on-demand webinar (approx. 1 hr) Highlights: Helps new leaders navigate mindset shifts, relationship changes, credibility building, and aligning with supervisors
	1	A1	1e	4. Become a Leader – Juno School https://junoschool.org/free-certificate-course/become-a-leader/ Format: 1-hour mobile-app video course (certificate) Highlights: Enhances self-awareness, emotional intelligence, cognitive-bias handling, storytelling, and feedback to inspire teams
	1	A1	1e	5. Oxford Home Study Centre – Free Leadership Courses https://www.oxfordhomestudy.com/courses/leadership-courses-online/free-online-leadership-courses Format: Self-paced web modules Highlights: Offers a collection of leadership fundamentals—conflict resolution, communication, team building—suitable for newly minted experts as they lead
	1	A1	1e	6. **“Leadership” – University of Illinois Gies College (Coursera)** https://www.coursera.org/learn/leaders Format: ~11-hour MOOC Highlights: Covers decision-making, ethics, project management, emotional intelligence and trust—essential for shifting beyond technical expertise
Group discussion	3c	C1	3b	1. Facilitating Group Discussions – Open University (OpenLearn) https://www.open.edu/openlearn/money-business/facilitating-group-discussions?active-tab=description-tab Format: 2-hour self-paced MOOC Highlights: - Learn facilitator roles, styles, and core behaviors - Manage tricky group dynamics like side talkers and over-talkers - Includes real-world video examples and a participation badge
	3c	C1	3b	2. Free Facilitation Courses – Alison https://alison.com/tag/facilitation Format: Collections of self-paced modules Highlights:

				○ Covers designing meetings, achieving objectives, planning group discussions ○ Learn planning techniques and managing collaborative outcomes
	3c	C1	3b	3. Facilitation Skills: Lead Productive & Engaging Meetings – Impodays https://courses.impodays.com/facilitation-skills-lead-productive-engaging-meetings/ • Format: Free video course (~1–2 hrs) • Highlights: ○ Structuring agendas, staying outcome-focused ○ Handling difficult participants in person and online
	3c	C1	3b	4. Facilitating Adult Learning – AKF Learning Hub • https://akflearninghub.org/courses/civil-society/facilitating-adult-learning/ • Format: Self-paced workshop training • Highlights: ○ Techniques for engaging adult learners ○ Interactive group methods, empathy-based facilitation
	3c	C1	3b	5. Community Focus Group Discussions – Tearfund (online short course) https://learn.tearfund.org/en/resources/online-courses/short-courses/community-focus-group-discussions • Format: Self-led short course • Highlights: ○ Techniques for inclusive community engagement ○ Methods to surface diverse voices and ensure equitable participation
	3c	C1	3b	6. Guides & Techniques • SessionLab – Co-Facilitation Guide: Best practices for planning and sharing facilitation roles effectively. https://www.sessionlab.com/blog/co-facilitation-guide/ • Coaching for Leaders – 11 Ways to Facilitate Great Conversations: Principles for guiding productive dialogue across settings. https://coachingforleaders.com/facilitate-great-conversations/
GROW-Model (Coaching)	1d	B1	1e, 2a, 2d, 3b	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	1d	B1	1e, 2a, 2d, 3b	1. Workplace Learning with Coaching & Mentoring: Using the GROW Model – OpenLearn (Open University) https://www.open.edu/openlearn/money-business/workplace-learning-coaching-and-mentoring/content-section-5.2 • Format: Free module within a wider course Highlights: Structured overview of the GROW model (Goal, Reality, Options, Will) in practical workplace coaching, with a digital badge available
	1d	B1	1e, 2a, 2d, 3b	2. Introduction to the GROW Coaching Model – CodeSignal Learn https://codesignal.com/learn/courses/coaching-for-managers-developing-effective-techniques/lessons/introduction-to-the-grow-coaching-model • Format: Free online lesson • Highlights: Covers step-by-step implementation, real-life examples, coaching dialogue samples, and practical takeaways for managers .
	1d	B1	1e, 2a, 2d, 3b	3. What Is the GROW Coaching Model? (with Examples) – PositivePsychology.com https://positivepsychology.com/grow-coaching-model/ • Format: Comprehensive guide article

				Highlights: Defines GROW, provides use-case examples, explores psychological foundations, and includes example questions
	1d	B1	1e, 2a, 2d, 3b	4. GROW Coaching Model Explained – SessionLab https://www.sessionlab.com/methods/the-grow-coaching-model Format: Practical toolkit page Highlights: Offers session flow templates, guidance on use in meetings and 1:1s, flexibility tips, and facilitator notes
	1d	B1	1e, 2a, 2d, 3b	5. The GROW Model – ExpertProgramManagement https://expertprogrammanagement.com/2017/01/the-grow-model/ Format: Blog article with template Highlights: Includes theory, sample coaching scenarios, downloadable template, and FAQs about application
Hoshin Kanri	1b, 2c	C3	5a	1. Free Intro Hoshin Kanri Class – The TPM Academy https://academia-tpm.com/plataforma/curso_hoshin_kanri/ Format: 2-hour live/fixed-session online workshop Highlights: Core principles of deploying strategic goals into annual commitments, techniques, benefits—ideal for foundational understanding
	1b, 2c	C3	5a	2. Hoshin Kanri Template & Guide – Grupo P&A (Spanish PDF) https://grupo-pya.com/hoshin-kanri-plantilla-excel-x-matrix-gratis-para-descargar/ Format: X-Matrix template + practical guidance Highlights: Learn the X-Matrix layout for linking vision, annual goals, KPIs, and activities in one page
	1b, 2c	C3	5a	3. LSS I Online Lean Management – Hoshin Kanri Module https://lssionline.org/courses/nivel-1-lean-management-9/ Format: Self-paced lean training with Hoshin module (~6 topics + quiz) Highlights: Explores strategic planning steps, benefits, and timeframe relevance
	1b, 2c	C3	5a	4. i-Nexus Blog: What is Hoshin Kanri? https://blog.i-nexus.com/what-is-hoshin-kanri Format: Comprehensive explanation article Highlights: Defines the 7-step PDCA-driven catchball process from vision to annual review
	1b, 2c	C3	5a	5. Sneci Guide: 7 Key Implementation Steps https://www.sneci.com/en/how-to-implement-the-hoshin-kanri-method-strategic-planning-tool-in-7-key-steps/ Format: Step-by-step web guide Highlights: Covers benefits, Lean integration, cross-level engagement and PDCA
	1b, 2c	C3	5a	6. LeanSigma Guide: Hoshin Kanri Overview https://www.learnleansigma.com/guides/hoshin-kanri/ Format: Free online guide Highlights: Describes origins, X-Matrix use, alignment benefits, and PDCA cycle
	1b, 2c	C3	5a	7. iSixSigma: Step-by-Step Beginners Guide https://www.isixsigma.com/hoshin-kanri/a-step-by-step-guide-to-hoshin-kanri-for-beginners/ Format: Practical toolkit article Highlights: How to deploy Hoshin Kanri in manufacturing and tech industries with transparency

	1b, 2c	C3	5a	8. Uttana: Tools & Techniques Mini-Course https://uttana.com/course/tools-and-techniques-of-hoshin-kanri/ Format: Short video series Highlights: PDCA integration, A3 reports, catchball, X-Matrix structuring, SWOT, portfolio Kanban
	1b, 2c	C3	5a	9. Free Hoshin Planning Template – LSSA https://www.lssa.eu/en/resource/hoshin-planning-template/ Format: Downloadable strategy deployment template Highlights: Single-page format to define vision, breakthrough goals, Annual Objectives, projects, and owners
	1b, 2c	C3	5a	10. YouTube: Hoshin Kanri Tutorial (Animaker) https://www.youtube.com/watch?v=9UGoe4CDiEE Format: Animated explainer video (~10 min) Highlights: Visual overview of planning, X-Matrix, catchball, and benefits
Identifying Promising Partners	4a	D3	3e	1. B2B Partnership Development – Alison https://alison.com/course/b2b-partnership-development Format: Self-paced course (CPD accredited) Highlights: Learn frameworks for identifying ideal partners, negotiating mutual gains, and long-term alliance management Slidesgo+5ProfileTree+5Kitaboo+5Udemy+9Alison+9holistiquetraining.com+9.
	4a	D3	3e	2. Strategic Partnerships Foundations – Udemy (Free Tutorial) https://www.udemy.com/course/strategic-partnerships-foundations/ Format: On-demand video (~1 hr) Highlights: Covers the essential laws for partner selection, screening methods, structuring partnerships, and lifecycle evaluation Udemy.
	4a	D3	3e	3. Identify Key Partnerships (in Business Model Canvas) – OpenClassrooms https://openclassrooms.com/en/courses/7913266-create-your-business-model-canvas/8135991-identify-key-partnerships-and-revenue-streams Format: Self-paced module Highlights: Teaches evaluating partner roles—supplier, joint venture, etc.—for efficient and scalable business models slideplayer.com+14thepartneringinitiative.org+14holistiquetraining.com+14Alison+13openclassrooms.com+13Collidu+13.
	4a	D3	3e	4. Strategic Partnerships & Collaborations – Impodays https://courses.impodays.com/strategic-partnerships-and-collaborations/ Format: 1.5-hour on-demand video Highlights: Guides through defining shared values, screening, measuring success, and communication essentials Aras+9edurog+9Slidesgo+9.
	4a	D3	3e	5. Strategic Business-to-Business Partnerships – Impact.com https://impact.com/pxa/courses/strategic-business-to-business-b2b-partnerships/ Format: 2-hour structured video course Highlights: Teaches setting partnership goals, profile matching, audience overlap analysis, selection filters, and initial outreach Kitaboo+14impact.com+14edurog+14.
	4a	D3	3e	6. Foundations of Strategic Partnerships – Impodays https://courses.impodays.com/foundations-of-strategic-partnerships-building-alliances/ Format: On-demand course (~4 months ago) Highlights: Focuses on alliance frameworks, partner evaluation, governance, and trust for sustainable collaboration Class

Integrated transparent value chain				Central+9Slidesgo+9Slidesgo+9holistiquetraining.com+4edurog+4euro-training.net+4.
	4a	D3	3e	7. Establishing Effective Partnerships – Philanthropy University https://www.classcentral.com/course/independent-establishing-effective-partnerships-13283 https://www.classcentral.com/course/independent-establishing-effective-partnerships-13283Format: MOOC-style course Highlights: Designed for social-impact partnerships: selecting partners, building agreements, and initial collaboration stages
	5b	4	4b, 4c	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	5b	D3	4b, 4c	2. Sustainable Supply Chains – University of Virginia (Coursera) https://www.coursera.org/learn/sustainable-supply-chains Format: 4-week MOOC, audit for free Highlights: Offers frameworks for designing transparent processes, sustainable metrics, stakeholder engagement, and regulatory compliance
	5b	D3	4b, 4c	3. Introduction to Ethical Supply Chains & Environmental Responsibility – Alison https://alison.com/course/introduction-to-ethical-supply-chains-and-environmental-responsibility Format: Self-paced course (~2–4 hrs) Highlights: Teaches principles of transparency, fair labour practices, environmental impact assessment, and sustainable policy implementation
	5b	D3	4b, 4c	4. Building Transparency in Your Supply Chains – HBR Article https://hbr.org/2020/05/building-a-transparent-supply-chain Format: Web article Highlights: Examines blockchain-enabled transparency, trust-building, and operational benefits via real-world case studies
Internal Information Database	5b	D3	4b, 4c	5. Digital Supply Chain Transparency (Blog) – SupplyX https://supplyx.info/en/digital-supply-chain-transparency/ Format: Online article Highlights: Explains three pillars of intelligent, adaptive, and sustainable value chains—tech integration, stakeholder networking, and transparency enablers
	5b	D3	4b, 4c	6. KPMG – Supply Chain Transparency via Digital Twin https://kpmg.com/ch/en/insights/esg-sustainability/sustainable-supply-chain/enhance-transparency-using-technology.html Format: PDF article Highlights: Introduces concept of digital twin for value chains, enabling simulation-based visibility, ESG alignment, and scenario planning
	4e	3	5a	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	4e	C4	5a	1. How to Create an Internal Knowledge Base – PerfectWiki for Teams (Video Course) https://perfectwikiforteam.com/video-course/how-to-create-internal-knowledge-base/ Format: Free video course (~60 min) Highlights: Step-by-step guidance to set up a structured, accessible, and sustainable internal knowledge base, focusing on best practices and common pitfalls

	4e	C4	5a	2. Database Systems and Knowledge Management – Atlantic International University https://courses.aiu.edu/Database%20Systems%20and%20Knowledge%20Management.html Format: Self-paced open-access course Highlights: Combines theoretical foundations of database systems with knowledge management principles—data structuring, retrieval, and maintenance
	4e	C4	5a	3. Free Knowledge Management Courses – Alison https://alison.com/tag/knowledge-management Format: Multiple free self-paced courses Highlights: Essentials of KM: capturing, organizing, sharing, and maintaining information assets—ideal for database planning and rollout
	4e	C4	5a	4. Knowledge Management MOOC & Courses – Coursera / edX (via Class Central) https://www.classcentral.com/subject/knowledge-management Format: Aggregated MOOCs (200+), many free to audit Highlights: Covers lifecycle stages, big data integration, system design, and tool evaluation for internal DBs.
	4e	C4	5a	5. Tetra – KM Process Guides https://tetra.com/article/knowledge-management-process-101/ Format: Web article with visuals Highlights: Visualizes steps like discovery, capture, indexing, assessment, and distribution—core to building a robust internal database
	4e	C4	5a	6. Free Open-Source Knowledge Base Software (e.g., Obsidian, Logseq, BookStack) https://medevel.com/12-os-knowledge-base-apps/ Format: Software guide article Highlights: Reviews top free/open tools for hosting internal knowledge (Obsidian, Logseq, BookStack, OpenKM, etc.)
KPI Analysis - Key Performance Indicators	1a+ b, 2c+ d, 5	B1	5a, 5e	Excurs training module https://training.gaia.es/course/view.php?id=8
	1a+ b, 2c+ d, 5	B1	5a, 5e	1. Performance Measurement for Small Businesses (KPI Essentials) – Alison https://alison.com/course/performance-measurement-for-small-businesses Format: Self-paced (~2–4 hrs, CPD accredited) Highlights: Learn KPI selection, monitoring, five-step analysis process, time-series visualisation, and practical SME case studies—including customer, operational, employee, and financial metrics.
	1a+ b, 2c+ d, 5	B1	5a, 5e	2. Introduction to KPIs: Measuring Success in Business – Coursera https://www.coursera.org/learn/introduction-to-kpis-measuring-success-in-business Format: 1-module MOOC (~2 hrs, free audit) Highlights: Covers KPI fundamentals, alignment to business objectives, data collection, performance reporting, and iterative improvement
	1a+ b, 2c+ d, 5	B1	5a, 5e	3. Mastering Key Performance Indicators – 365 Data Science (Bernard Marr) https://365datascience.com/courses/mastering-key-performance-indicators/ Format: Interactive course with templates and exercises

				Highlights: Led by KPI thought leader Bernard Marr; includes KPI questions, SMART alignment, KPI templates, dashboards, performance reporting across industries.
	1a+ b, 2c+ d, 5	B1	5a, 5e	4. Mastering 11 Essential Business KPIs – Alison https://alison.com/course/mastering-11-essential-business-kpis Format: Self-paced course Highlights: Analysis of top 11 KPIs (Forbes-endorsed) with exploration of applicability, pros/cons, and KPI optimization in operations, finance, marketing, and employees.
	1a+ b, 2c+ d, 5	B1	5a, 5e	5. Key Performance Indicators Online Courses – Class Central https://www.classcentral.com/subject/key-performance-indicators Format: Aggregator listing 100+ free/auditable courses Highlights: Curated mix of university MOOC modules covering KPI selection, balanced scorecard integration, dashboards, and analytics.
	1a+ b, 2c+ d, 5	B1	5a, 5e	6. Visual KPI Training – Transpara https://www.transpara.com/training/ Format: Free video tutorials Highlights: Guides on designing real-time dashboards, KPI visualization, alerts, and analytics using Visual KPI software
Leadership	1	A	1e	1. Free Leadership Courses – Oxford Home Study Centre https://www.oxfordhomestudy.com/courses/leadership-courses-online/free-online-leadership-courses Format: Self-paced short courses Highlights: Broad leadership essentials, from team-building to communication and conflict resolution, with certificate options
	1	A	1e	2. Leadership and Followership – OpenLearn (Open University) https://www.open.edu/openlearn/education-development/learning/leadership-and-followership/content-section-overview?active-tab=description-tab Format: Self-paced module Highlights: Explores both leader and follower roles, identifying leadership traits and common challenges
	1	A	1e	3. Free Leadership & Management Course – Great Learning Academy https://www.mygreatlearning.com/academy/learn-for-free/courses/leadership-and-management Format: ~1.5 hr self-paced video + certificate Highlights: Covers leadership theories (transformational, situational, servant), motivation, decision-making, and team management
	1	A	1e	4. Free Leadership Courses on edX https://www.edx.org/courses?q=free+leadership+courses Format: Audit-able MOOCs Highlights: Covers communication strategies, decision-making, team-building, and strategic leadership from top universities
	1	A	1e	5. Coursera Leadership MOOC Directory https://www.coursera.org/courses?query=leadership Format: Audit-able courses Highlights: Access to leadership development courses including Yale's Connected Leadership, University of Michigan's Leading People and Teams, Rice's Emotional Intelligence in Leadership, etc.
	1	A	1e	6. “10 Free Leadership Courses by Top Universities” – Fortune https://fortune.com/education/articles/free-online-leadership-courses/ Format: Aggregated list

				Highlights: Includes courses from Harvard, Stanford, Georgetown, UW, Indiana, MIT, covering ethical leadership, organizational analysis, intercultural communication, agile principles, and more
	1	A	1e	7. MOOC List – Management & Leadership Courses https://www.mooc-list.com/categories/management-leadership Format: Curated MOOCs Highlights: Collection of leadership and management courses focused on visioning, stakeholder engagement, change, and strategic planning
Management by Objectives	1d	B2	2b, 5e	1. Maximising Performance: Mastering Management by Objectives – Udemy (free preview) https://www.udemy.com/course/maximizing-performance-mastering-management-by-objectives/ Format: 36-min video course (free preview) Highlights: Humorous introduction to SMART objectives, and practical MBO implementation tips
	1d	A	2b, 5e	2. Management by Objectives – GLOBIS Unlimited https://globisunlimited.com/course/management-by-objectives-mbo/ Format: Online course preview (free overview) Highlights: Five-step MBO implementation, usage in HR development and performance management
	1d	A	2b, 5e	3. Free MBO Guide – Corporate Finance Institute (CFI) https://corporatefinanceinstitute.com/resources/management/management-by-objectives-mbo/ Format: Article + framework overview Highlights: Covers definition, six-step MBO process (goal setting, performance review, feedback, appraisal), advantages & pitfalls
	1d	A	2b, 5e	4. Management by Objectives – SlideShare PPT https://es.slideshare.net/slideshow/management-by-objectives-10099975/10099975 Format: Free downloadable presentation Highlights: Covers principles, process steps, cascading objectives, SMART goals, and performance feedback
	1d	A	2b, 5e	5. FreeLearn Canada – MBO Overview https://www.freelearn.ca/lessons/management-by-objective/ Format: Web lesson Highlights: Benefits, clarity in expectations, communication, accountability, and SMART goal-setting .
	1d	A	2b, 5e	6. SMART Goals PDF on Academia.edu https://www.academia.edu/32408889/Management_by_Objectives_SMART_Goals_pdf Format: Free PDF download Highlights: Drucker's original MBO framework, four-step model, objective categories, implementation tips .
Manager as a coach	3c	D2	2a	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	3c	D2	2a	2. Managing as a Coach – Coursera (University of California, Davis) https://www.coursera.org/learn/managing-as-a-coach Format: 4-week MOOC (~12 hrs), free audit Highlights: - Differentiates coaching, managing, mentoring, leading - Teaches Thought Model technique, coaching conversations, expectations, and performance reviews

NEWS – Shared Training Modules

	3c	D2	2a	3. <u>**Coaching Skills for Managers Specialization – Coursera (UC Davis)**</u> https://www.coursera.org/specializations/coaching-skills-manager Format: 4-course series (~70 hrs), free audit Highlights: - Builds on Course 1 with modules on KPIs, feedback, performance analysis, employee development
	3c	D2	2a	4. Becoming an Effective Leader and Coach – Alison https://alison.com/course/becoming-an-effective-leader-and-coach Format: Self-paced (~4–6 hrs), CPD accredited Highlights: - Covers roles of executive coach, communication skills, ethical boundaries, coaching session setup
	3c	D2	2a	5. Free Online Coaching for Managers – Total Success Training https://www.totalsuccess.co.uk/free-online-coaching-for-managers-course-cpd-accredited/ Format: 20-minute CPD-accredited module Highlights: - Focuses on spotting coaching opportunities, setting objectives, and feedback techniques
	3c	D2	2a	6. Free Coaching Manager Course – Collective Change Institute https://www.collectivechangeinstitute.com/offers/free-coaching-manager-course/ Format: 18 bite-sized video lessons Highlights: - Covers fundamentals, mindset, ICF core competencies, framework for coaching conversations
	3c	D2	2a	7. Manager as a Coach – aku.training https://www.aku.training/manager-as-a-coach Format: Interactive self-paced course Highlights: - Explores when to coach vs mentor, how to structure sessions, and use of the GROW model
Marketing Plan 4P's (Price, Product, Place, Promotion)	5c	D1	4b	1. Learn 4Ps of Marketing Mix – Great Learning Academy https://www.mygreatlearning.com/academy/learn-for-free/courses/4ps-of-marketing-mix Format: Self-paced (~3.75 hrs) Highlights: Covers product attributes, pricing sensitivity, distribution channels, and modern promotional strategies
	5c	D1	4b	2. Marketing Mix Fundamentals – Coursera (IE Business School) https://www.coursera.org/learn/marketing-mix Format: MOOC with free audit Highlights: Deep dive into each P—product & brand, pricing, channel strategy, communications—taught by experienced professors
	5c	D1	4b	3. The Marketing Plan – Coursera (University of Chile) https://www.coursera.org/learn/marketing-plan Format: 3-week MOOC (~15 hrs), free audit Highlights: Includes creation of a marketing plan with SWOT analysis, strategic mix integration, and peer-reviewed assignments
	5c	D1	4b	4. 4 Ps Framework – FutureLearn https://www.futurelearn.com/courses/marketing-fundamentals Format: MOOC module

				Highlights: Clear framework explaining each P with strategic relevance to market demands and consumer perception
	5c	D1	4b	5. 4 P's Marketing Mix Free PPT – Trainer Bubble https://www.trainerbubble.com/downloads/4-ps-marketing-mix/?currency=EUR Format: Downloadable PowerPoint template Highlights: Visual aids and structured guidance, ideal for training sessions and internal workshops
	5c	D1	4b	6. Complete Guide to Writing Marketing Plans – Alison https://alison.com/course/complete-guide-to-writing-marketing-plans Format: Self-paced (~2–3 hrs) Highlights: Integrates 4Ps within a full marketing plan structure, including SWOT and strategic alignment
	5c	D1	4b	7. 4 P's of Marketing Mix – Angle180 Article & Template https://www.angle180.com/insights/4-ps-marketing-mix Format: Practical guide with downloadable template Highlights: Modern application tips and template implementation for online business contexts
	5c	D1	4b	8. 4P Tourism Marketing Course – TBO Academy https://www.tboacademy.com/es/business-courses/4ps-of-tourism-marketing Format: 30–40 min Spanish video course Highlights: Sector-specific strategy for tourism with real-world case studies (Airbnb, Disney)
Measurement of processes	5a	D4	5	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	5a	D4	5	1. Process Management (Great Learning Academy) https://www.mygreatlearning.com/academy/learn-for-free/courses/process-management Format: ~3 hrs self-paced video Highlights: Covers process mapping, measurement basics, KPIs, benefits, common pitfalls, and continuous improvement strategies
	5a	D4	5	2. **Measurement Systems Analysis – Coursera (CU Boulder)** https://www.coursera.org/learn/measurement-systems-analysis Format: 3-week MOOC (~5 hrs/week, free audit) Highlights: Deep dive into measurement error, precision vs accuracy, control studies, and using R for capability analysis
	5a	D4	5	3. **Metrology: The Science of Measurement – BCIT MOOC** https://www.bcit.ca/free-online-learning/learning-teaching-courses/mooc-0371-metrology-the-science-of-measurement/ Format: Self-study MOOC Highlights: Understand metrology terminology, instrument limitations, SI systems, and correct measurement practices
	5a	D4	5	4. **Statistical Thinking for Industrial Problem Solving – JMP** https://www.jmp.com/en/online-statistics-course/quality-methods Format: Free online training module Highlights: Covers SPC, process capability, measurement system analysis, and variation management in industrial processes
	5a	D4	5	5. KROHNE Academy: Process Measurement Web-Based Training https://academy-online.krohne.com/en/ Format: Free registration-based e-learning

				Highlights: Teaches industrial measurement basics (flow, level, temperature, pressure), explosion safety, and functional safety
	5a	D4	5	6. Free Instrumentation & Control Course – InstrumentationTools.com https://instrumentationtools.com/instrumentation-and-control-course/ Format: Downloadable text-based materials Highlights: Comprehensive guide to sensors, control loops, PLCs/DCS/SCADA, calibration, and process control fundamentals
Mentoring	1d	D2	2a	1. Becoming a Mentor – Alison https://alison.com/course/becoming-a-mentor Format: Self-paced (~2–4 hrs), CPD accredited Highlights: Develop foundational skills: establishing trust, effective communication, guiding mentee growth, and promoting diversity cscuk.fcdo.gov.uk+4Medium+4CrestcomInternational+4Coursera+11alison.com+11ClassCentral+11togetherplatform.com.
	1d	D2	2a	2. Introduction to the Theory of Mentoring – The Mentoring School https://thementoringschool.com/category/free-courses/ Format: Free online modules Highlights: Covers mentoring fundamentals, defining roles, structuring conversations, and setting the relationship framework togetherplatform.com+3thementoringschool.com+3thementoringschool.com+3.
	1d	D2	2a	3. Exploring Career Mentoring and Coaching – OpenLearn (Open University) https://www.open.edu/openlearn/money-business/exploring-career-mentoring-and-coaching/content-section-overview?active-tab=description-tab Format: Self-paced MOOC (~4 weeks), certificate of participation Highlights: Differentiates mentor vs coach, essential mentor skills, and how to begin mentoring confidently ClassCentral+14PushFar+14Coursera+14vaniblogz.com+15UniversidadAbierta+15ClassCentral+15.
	1d	D2	2a	4. The Mentor Academy – Vygo https://www.thementor.academy/ Format: Free online course Highlights: Developed with international academics to support peer mentoring across sectors; foundational mentoring principles Coursera+8thementor.academy+8ClassCentral+8.
	1d	D2	2a	5. PushFar's Monthly Mentoring Training – PushFar https://www.pushfar.com/mentoring-training/ Format: Live monthly 1-hour workshops Highlights: Learn mentoring best practices, session structuring, goal setting, and avoiding common pitfalls Coursera+15PushFar+15thementor.academy+15.
	1d	D2	2a	6. Class Central – Mentoring Course Directory https://www.classcentral.com/tag/mentoring Format: Aggregated list (40+ free courses, many auditable) Highlights: Covers mentoring in education, workplace, leadership, DEI, and beyond
Organisational agility	1e, 3b	D4	5a, 5b	1. Adapting to Change: Agility in Business – Alison https://alison.com/course/adapting-to-change-agility-in-business Format: Self-paced (~2–4 hrs), CPD-certified

				Highlights: Covers strategic agility, organisational flexibility, cultural adaptability, Kanban use, and real case examples.
	1e, 3b	D4	5a, 5b	2. Agile, Healthy, and Attractive Organizations – Coursera (free audit) https://www.coursera.org/learn/agile-healthy-and-attractive-organizations Format: 5-week MOOC, 1–2 hrs/week Highlights: Explores building organisations resilient in VUCA environments using dynamic capabilities and communication systems
	1e, 3b	D4	5a, 5b	3. Introduction to Business Agility – Open University / OpenLearn https://www.open.edu/openlearn/money-business/Introduction-business-agility/content-section-0?active-tab=description-tab Format: Short free module (~1–2 hrs) Highlights: Offers core principles and practical exercises for leaders driving agile change.
	1e, 3b	D4	5a, 5b	4. Building an Agile Culture for Your Organization – Duke Univ. (Coursera via Class Central) https://www.classcentral.com/course/coursera-agile-organizational-culture-353850 Format: MOOC module Highlights: Teaches leader-led cultural transformation strategies and barriers reduction
	1e, 3b	D4	5a, 5b	5. Organizational Design: Build Agile & Scalable Structures – Free Udemey course https://www.coursejoiner.com/free-udemey/organizational-design-build-agile-scalable-structures-free-course-9/ Format: Self-paced video course (Udemey Free) Highlights: Provides structured frameworks (Star Model, matrix, hybrid) to align design with agility
	1e, 3b	D4	5a, 5b	6. Agile Organisation: Strategies for Business Resilience – Coursera https://www.coursera.org/learn/agile-organisation-strategies-for-business-resilience Format: MOOC, free audit Highlights: Covers scenario planning, resilience loops, and managing risk in supply chains and teams
PDCA Cycle with CIP	5a	D4	2b, 2c, 5b	1. Mastering Plan, Do, Check, Act (PDCA) – Alison https://alison.com/course/mastering-plan-do-check-act-pdca Format: Self-paced online course (~2–3 hrs, CPD-certified) Highlights: Explores PDCA fundamentals, systematic continuous improvement, real-world demonstrations, and feedback loops
	5a	D4	2b, 2c, 5b	2. Free PDCA Course in Manufacturing – Factbird Academy https://www.factbird.com/academy/pdca-in-manufacturing Format: Self-paced micro-course (5 videos + articles) Highlights: Step-by-step PDCA applied in production; root-cause analysis, digital workflow integration, and downloadable templates—no sign-up required
	5a	D4	2b, 2c, 5b	3. Plan–Do–Check–Act (PDCA) Certification – FREE on Udemey (via Course Joiner) https://www.coursejoiner.com/free-udemey/plan-do-check-act-pdca-certification-free-course/ Format: On-demand video course (~1 hr) Highlights: Deep dive into each PDCA phase with a real-life case, tool walkthroughs (e.g., implementation plan, control plan)

	5a	D4	2b, 2c, 5b	4. Free PDCA Course – Certified for OPEX https://www.certifiedforopex.com/pdca-free Format: Interactive e-learning with animations, text, audio Highlights: Intuitive explanations of PDCA, sustaining improvements and bonus tools—all free
	5a	D4	2b, 2c, 5b	5. Using the PDCA Cycle for Kaizen – The Lean Way Blog https://theleanway.net/the-continuous-improvement-cycle-pdca Format: Web article Highlights: Explains how PDCA supports iterative problem-solving and Kaizen culture formation
	5a	D4	2b, 2c, 5b	6. PDCA Step-by-Step Guide – Learn Lean Sigma https://www.learnleansigma.com/improvement-methodology/pdca-step-by-step-continuous-improvement/ Format: Free online guide Highlights: Detailed walkthrough of PDCA stages, practical tips, and real-world examples
	5a	D4	2b, 2c, 5b	7. Introduction to Business Improvement: PDCA – FutureLearn https://www.futurelearn.com/info/courses/introduction-to-business-improvement/0/steps/225237 Format: MOOC module (~1–2 hrs) Highlights: Embedded in a Lean Six Sigma course; explains application and PDCA-adjust cycles
People Development	3b	D2	3b	1. People Management (Great Learning Academy) https://www.mygreatlearning.com/academy/learn-for-free/courses/people-management Format: Self-paced video (~2–3 hrs) with certificate Highlights: Covers hiring, mentoring, motivating teams, performance management, and foundational people development strategies
	3b	D2	3b	2. Developing Your Skills as an HR Professional – Open University (OpenLearn) https://www.open.edu/openlearn/money-business/developing-your-skills-hr-professional/content-section-0?active-tab=description-tab Format: Self-paced short course with statement of participation Highlights: Builds competencies in self-management, team dynamics, and supporting employee learning and development
	3b	D2	3b	3. People Management Skills in the Workplace – Alison https://alison.com/course/people-management-skills-in-the-workplace Format: Self-paced course (~3–4 hrs) Highlights: Focuses on relationship building, communication, inclusion, and performance enhancement through people-centric strategies
	3b	D2	3b	4. Strategic HR Management & Development – Alison https://alison.com/course/strategic-human-resource-management-and-development Format: Self-paced online course Highlights: Covers strategic talent planning, training needs analysis, and HR-driven development aligned with organizational goals
	3b	D2	3b	5. People Management Course Directory – Coursera https://www.coursera.org/courses?query=people%20management Format: Audit-able MOOCs from top universities Highlights: Offers courses like “Leading People and Teams” and “Managing Talent,” focusing on coaching, engagement, and development
	3b	D2	3b	6. Free HR Courses with Certificates – Oxford Home Study Centre

				https://www.oxfordhomestudy.com/courses/hr-courses-online/free-online-hr-courses-with-certificates Format: Self-paced HR development courses Highlights: Includes modules on talent acquisition, training design, and performance reviewing to support ongoing development
	3b	D2	3b	7. People Management for HR – Free Udemy Course via Imperoday https://www.coursejoiner.com/free-udemy/people-management-for-hr-leading-developing-employees-free-course/ Format: 1–2 hr on-demand video Highlights: Covers core people management tools, employee engagement, and leadership skills tailored for HR professionals
People Plans	3a	3	3b	
Persuasion: influencing without authority	3c, 3e	3	3	
PESTLE (Model-Independent Parameter Estimation and Uncertainty Analysis)	1e, 2a	B1/ F3	1c, 1d	MEGASTRAT PROJECT (www.megastrat.eu)
Predictive maintenance	4c	4	5e	Excurs training module https://training.gaia.es/course/view.php?id=8
Presenting with Impact	5c	E	4b	1. Presenting Your Work with Impact – University of Leeds (Click Start via FutureLearn) https://www.futurelearn.com/courses/presenting-your-work-with-impact Format: 2-week self-paced MOOC (~6–8 hrs) Highlights: Teaches storytelling, slide design, mindfulness for managing nerves, and delivery techniques to present with clarity and confidence .
	5c	E	4b	2. Presenting with Impact in the Public Service – Apolitical https://apolitical.co/microcourses/en/presenting-with-impact-in-the-public-service/ Format: Bitesize online micro-course (~2 hrs) Highlights: Guides you through defining purpose, crafting your message, using storytelling, strategic visuals, body language, and clarity .
	5c	e	4b	3. Presenting for Impact – Leading Learning https://www.leadinglearning.com/presenting-for-impact/ Format: ~50-minute recorded training + exercises Highlights: Focuses on instructional design, adult learning principles, and enhancing educational effectiveness during webinars or online workshops .
	5c	E	4b	4. Presentation Skills: Master Presenting to Executives – Impodays (Udemy free) https://courses.impodays.com/presentation-skills-master-presenting-to-executives/ Format: ~34 min on-demand video + downloadable resources Highlights: Covers executive-grade structure (“30-10-3 Rule”), impactful slide design, handling tough questions, and starting strong .
	5c	E	4b	5. Free Presentation Skills Training – Oxford Home Study Centre https://www.oxfordhomestudy.com/courses/online-management-courses/presentation-skills-training-online-free Format: Self-paced short course

				Highlights: Emphasizes confidence, presentation theory, speaking styles, and communication best practices, with optional certificates .
Process identification and mapping	5a	2	5a+b	Excurs training module https://training.gaia.es/course/view.php?id=8
Qualification Matrix	1e, 2b	C3/D2	3b	1. How to Establish a Qualification Matrix – AllAboutLean.com Format: Web article guide Highlights: - Explains structure (people × qualifications), digital vs paper use - Tips for data updates, filtering, and team overview SkillsMatrixTemplate+2hennessy events+2Smartsheet+2Smartsheet+11All About Lean+11Qualityze+11Wikipedia+1Eduyocated+1
	1e, 2b	C3/D2	3b	2. Qualification/Competence Matrix Template – Plano-WFM Format: Free Excel template Highlights: - Pre-built spreadsheet to log roles, required competencies, current qualification levels - Supports department-level filtering and gap identification QMBase+3plano English site+3Coursebox+3
	1e, 2b	C3/D2	3b	3. Skill Matrix Guide + Template – Coursebox AI Format: Article with free template Highlights: - Step-by-step instructions: define skills, rate proficiency, update regularly - Covers importance of skills + proficiency + development interest SkillsMatrixTemplate+7Coursebox+7Kenjo Blog+7Cloud Assess+6Wikipedia+6SlideTeam+6
	1e, 2b	C3/D2	3b	4. Skills/Training Matrix Templates – Smartsheet Format: Collection of Excel/Word/Sheets templates Highlights: - Includes employee, cross-training, and role-based matrices - Ready-to-use for tracking training status and identifying unqualified staff Sanzu Business Training+9Smartsheet+9hennessy events+9
	1e, 2b	C3/D2	3b	5. Skill Matrix Excel Template – Moralbox Format: Excel & Google Sheets template with guide Highlights: - Quick-start guide for setting requirements, rating proficiency, and spotting gaps pinterest.com+6SkillsMatrixTemplate+6Smartsheet+6Eduyocated+12Cloud Assess+12SkillsMatrixTemplate+12
	1e, 2b	C3/D2	3b	6. Competency Matrix Guide – Qualityze Blog https://www.allaboutlean.com/qualification-matrix-creation/?utm_source=chatgpt.com Format: Detailed implementation article Highlights: - Steps: align with job descriptions, identify gaps, plan succession/training
Resource Levelling	4c	D4	4c, 5a	1. MS Project Resource Levelling with Practical Example – YouTube Format: On-demand video tutorial (~10 min)

				Highlights: Walks through manual and auto levelling in MS Project, identifies constraints, and adjusts schedules step by step Epicflow+3brainbok.com+3Motion+3Atlassian+4@knowledgehut+4Asana+4.
	4c	D4	4c, 5a	2. Resource Levelling in Project Management – KnowledgeHut Format: Free online tutorial Highlights: Explains techniques to balance workloads, mitigate overallocation, and enhance project efficiency Asana+6@knowledgehut+6Asana+6.
	4c	D4	4c, 5a	3. What is Resource Levelling? – Asana Guide Format: Article with visuals Highlights: Defines resource-leveling, explains its purpose, and showcases steps to optimize allocation under constraints @knowledgehut+12Asana+12YouTube+12.
	4c	D4	4c, 5a	4. Simplilearn: What is Resource Levelling? Format: Concise online guide Highlights: Describes usage for realistic timelines, improved quality, and balancing workloads across teams MIT OpenCourseWare+1Asana+1Epicflow+11Simplilearn.com+11Atlassian+11.
	4c	D4	4c, 5a	5. Tutorialspoint – Resource Levelling https://www.youtube.com/watch?v=Wlx8DPvPJ0o Format: Web tutorial Highlights: Covers key definitions, importance, techniques, and effective resource allocation strategies for project success
Risk and Scenario Planning	1e,2 c, 4b	C4	5a	EXCURS PPT https://training.gaia.es/course/view.php?id=8 MEGASTRAT PROJECT (www.megastrat.eu)
	1e,2 c, 4b	C4	5a	1. Free Risk Management Courses – Oxford Home Study Centre Format: Self-paced, certificate optional Highlights: Covers risk identification, classification, and mitigation methods; ideal for foundational understanding Universidad Abierta+1Class Central+1Class Central+10Oxford Home Study College+10centreforhumanitarianleadership.org+10
	1e,2 c, 4b	C4	5a	2. Risk Management – OpenLearn (Open University) Format: 8-session short course Highlights: Focuses on risk analysis, modelling, and management processes for business decision-makers Wikipedia+2Universidad Abierta+2centreforhumanitarianleadership.org+2
	1e,2 c, 4b	C4	5a	3. Free Online Risk Management Courses – Alison (Tag: Risk Management) Format: Multiple micro-courses Highlights: Includes property, liability, life-cycle risk topics; CPD-ready short courses Coursesity+15i-intelligence.eu+15Harvard Cursos Continuos+15MBA Central+6Alison+6Shiksha+6
	1e,2 c, 4b	C4	5a	4. Free Risk Management Course: PMI-RMP® Introduction – Simplilearn Format: 1 hr self-paced video Highlights: Introduces PMI risk framework, identification, assessment, and monitoring processes Kaya+10Simplilearn.com+10Wikipedia+10Wikipedia
	1e,2 c, 4b	C4	5a	More Free Risk Resources Class Central directory: Hundreds of audit-free courses across risk domains Universidad Abierta+9Class Central+9Class Central+9

				Udemy free courses: Various risk fundamentals and frameworks Class Central
	1e,2 c, 4b	B3	5a	Free Scenario Planning & Strategic Foresight Courses 5. Scenario Planning II – Fundação Instituto de Administração (via Coursera) - Format: MOOC, free audit - Highlights: Learn to identify drivers, build alternative futures, and close the loop for action-centric strategic foresight centreforhumanitarianleadership.org+2Lincoln Institute of Land Policy+2edurog+2elearninguoa.org+3Class Central+3Harvard Cursos Continuos+3
	1e,2 c, 4b	B3	5a	6. Scenario Planning 101 – Lincoln Institute of Land Policy - Format: Self-paced interactive course - Highlights: Offers tools to create adaptive, responsive strategic plans under uncertainty GLOBIS Unlimited+1Kaya+1centreforhumanitarianleadership.org
	1e,2 c, 4b	B3	5a	7. Scenario Building in Complex Contexts – Centre for Humanitarian Leadership - Format: Short course - Highlights: Designed for humanitarian leaders to develop plausible future scenarios and integrate them into decision-making Udemy+15centreforhumanitarianleadership.org+15Harvard Cursos Continuos+15
	1e,2 c, 4b	B3	5a	8. Scenario Planning – GLOBIS Unlimited - Format: Brief online course (~8 min) - Highlights: Teaches a 6-step process to build scenario matrices and support strategic thinking Udemy+12GLOBIS Unlimited+12Coursesity+12
	1e,2 c, 4b	B3	5a	9. Scenario Planning Insights – OpenLearn (Business Agility module) - Format: Short reading segment - Highlights: Presents the Oxford Scenario Planning Approach (OSPA) by Prof. Rafael Ramirez Kaya+3Universidad Abierta+3Class Central+3
	1e,2 c, 4b	B3	5a	10. Management & Foresight: Scenario Planning Tools – University of Athens - Format: Mini-course - Highlights: Explores contingency planning, foresight tools, and bridging from prediction to action Coursera+2MBA Central+2Oxford Home Study College+2elearninguoa.org+1
Satisfaction Surveys	3c	D1/ E3	3/6	1. Free Survey Design Tutorial – Udemy (SelectSurvey v5) https://www.udemy.com/course/selectsurvey-v5-basic-training/ - Format: 1 hr+ on-demand video - Highlights: Learn to design, deploy, and analyze surveys using SelectSurvey v5; ideal for technical survey setup and interpretation
	3c	D1/ E3	3/6	2. Creating & Leveraging Customer Surveys – Udemy (free preview) https://www.udemy.com/course/creating-and-leveraging-customer-surveys/ - Format: Video course - Highlights: Covers critical aspects of creating, launching, tracking, and using customer surveys—particularly for satisfaction & sentiment analysis
	3c	D1/ E3	3/6	3. Introduction to Survey Design – Methods for Change https://methodsforchange.org/courses/surv-1-sp-introduction-to-survey-design/ Format: Self-paced tutorial

				Highlights: Hands-on guidance on fundamentals of survey design, question types, and avoiding bias for reliable satisfaction insights
	3c	D1/ E3	3/6	4. Employee Surveys: Design, Analyze & Act – Impodays https://courses.impodays.com/employee-surveys-design-analyze-act-on-feedback/ Format: Practical online course Highlights: Build complete survey programs—gather employee feedback, analyze results, and create action plans to enhance engagement and culture
	3c	D1/ E3	3/6	5. Questionnaire Design for Social Surveys – Coursera (Univ. of Michigan) https://www.coursera.org/learn/questionnaire-design Format: 4-unit MOOC (~10 hrs) Highlights: Deep dive into question wording, measurement error, bias, and design principles to maximize accuracy and reliability
	3c	D1/ E3	3/6	6. Free Templates & Guides Poll-Maker sample online course survey: 50+ questions ready for customization questionpro.com+8poll-maker.com+8poll-maker.com+8 SuperSurvey templates: 30–50 questions to assess course/student satisfaction surveymars.com+5supersurvey.com+5supersurvey.com+5 QuestionPro 10-course evaluation templates: Proven formats for learning satisfaction https://www.questionpro.com/blog/course-evaluation-survey-templates/?utm_source=chatgpt.com
Scenario Management	1b/2 c	6	1d, 5a	EXCURS PPT https://training.gaia.es/course/view.php?id=8 MEGASTRAT PROJECT (www.megastrat.eu)
Scorecard development	2d	C3	1d	1. Balanced Scorecard (BSC) – Strategy Management Framework & Its Measures – Alison https://alison.com/course/balanced-scorecard-bsc-strategy-management-framework-and-its-measures Format: Self-paced (~2–4 hrs, CPD-certified) Highlights: Covers BSC perspectives, KPI cascade, SMART targets, and nine-step implementation process
	2d	C3	1d	2. Implement Balanced Scorecards Step by Step – Free Udemy via CourseJoiner https://www.udemy.com/course/draft/5859966/ Format: ~Free video course Highlights: Teaches framework definition, KPI selection, stakeholder buy-in, and roll-out best practices .
	2d	C3	1d	3. Free Strategic Planning Course – BSC Designer https://bscdesigner.com/strategic-planning-course.htm Format: 6-lesson video series Highlights: Covers mission/vision, strategy maps, balanced scorecard, KPI cascade, and execution via software platform
	2d	C3	1d	4. Mind Luster – Balanced Scorecard Tutorial with Free Certificate https://www.mindluster.com/course/457/Balanced-Scorecard Format: Multi-lesson tutorial Highlights: Walk-through of BSC concepts, four perspectives, performance measurement, and decision-support
	2d	C3	1d	5. EduneCursos – Curso Balanced Scorecard (Spanish) https://www.edunecursos.com.br/curso/balanced-scorecard Format: ~30 h online course Highlights: 4 perspectives, strategy maps, SMART cascades, and organizational KPIs (certificate optional)

	2d	C3	1d	6. How to Create an Evaluation Scorecard – BSC Designer https://bscdesigner.com/evaluation-scorecard.htm Format: Web article + template Highlights: Guides scorecards for performance, vendor evaluation, compliance, with weighted criteria and alignment
	2d	C3	1d	7. Canva – Create a Balanced Scorecard (Templates) https://www.canva.com/graphs/balanced-scorecard/ Format: Free templates and whiteboard tool Highlights: Collaborative design environment with visual tools for scorecard development Udemy+8
Smart Products	5b	4	4d	BITMAS ppt
Stakeholder Management	1a, 1c, 1e, 2a	C1	1b, 3	EXCURS PPT https://training.gaia.es/course/view.php?id=8
Stakeholder Mapping	1c, 1e, 2a	C1	1b, 3	EXCURS PPT https://training.gaia.es/course/view.php?id=8
Story Telling	4e	E	3, 4b	MEGASTRAT PROJECT (www.megastrat.eu)
Strategy Forecast/trends	1d	B1	1c	MEGASTRAT PROJECT (www.megastrat.eu)
Strategy/Value -Matrix	2c, 2d	2	1d	EXCURS PPT https://training.gaia.es/course/view.php?id=8
SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)	1a, 1e, 2a	C3	1c, 1d	MEGASTRAT PROJECT (www.megastrat.eu)
Talent on Demand & Management	3b	C1/D2	3b	1. Talent Management Course – Great Learning Academy https://www.mygreatlearning.com/academy/learn-for-free/courses/talent-management Format: Self-paced (~1.5 hrs, certificate available) Highlights: Covers recruitment, selection, talent pipeline, and retention fundamentals
	3b	C1/D2	3b	2. Human Talent Management – Alison https://alison.com/course/human-talent-management Format: Self-paced CPD-certified course Highlights: Focuses on identifying high-potential staff, talent DNA, HR models, leadership styles, and employee motivation .
	3b	C1/D2	3b	3. Global Talent Management – Alison https://alison.com/course/global-talent-management Format: Self-paced course Highlights: Explores global talent acquisition and retention strategies for diverse, multinational contexts
	3b	C1/D2	3b	4. Effective Talent Management & Development – Coursera (Dr. Curtis Odom) https://www.coursera.org/learn/effective-talent-management-and-development Format: 3-week MOOC (~12 hrs, audit free) Highlights: A complete cycle: pipeline building, engagement, cross-functional development, retention
	3b	C1/D2	3b	5. Managing Talent – Coursera (University of Michigan) https://www.coursera.org/learn/managing-talent

				Format: 4-module MOOC (~12 hrs, free audit) Highlights: Covers best practices in recruiting, onboarding, performance evaluation, coaching, and talent pipeline creation
	3b	C1/ D2	3b	6. Talent Acquisition & Management – SWAYAM (IIT Roorkee) https://www.getyoureducation.net/course/talent-acquisition-and-management Format: 12-week MOOC (free with certificate) Highlights: Strategic overview of acquisition, retention, development, and compensation from a global perspective
	3b	C1/ D2	3b	7. Diploma in Talent Development and Management – Alison https://alison.com/course/diploma-in-talent-development-and-management Format: Diploma-level course (self-paced) Highlights: In-depth training on recruitment, succession planning, evaluation, training programs, and talent retention
Target Setting	2d	C2	5a	EXCURS PPT https://training.gaia.es/course/view.php?id=8
Team Communication Rules	1d	C1	3b, 3e	1. Group Communication, Teamwork and Leadership – Alison https://alison.com/course/group-communication-teamwork-and-leadership Format: Self-paced (~3–4 hrs, CPD accredited) Highlights: Learn to set communication norms, manage meeting roles, resolve conflicts, and conduct inclusive virtual and face-to-face
	1d	C1	3b, 3e	2. Teamwork Skills: Communicating Effectively in Groups – Coursera (University of Colorado Boulder) https://www.coursera.org/learn/teamwork-skills-effective-communication Format: 4-week MOOC (~72 mins of video + assignments, free audit) Highlights: Covers group development, managing conflict, technology-based rules, active listening, and negotiation principles to shape team conduct
	1d	C1	3b, 3e	3. Effective Team Communication – Codecademy https://www.codecademy.com/learn/ext-courses/effective-team-communication Format: Short course (<1 hr, certificate) Highlights: Focuses on rules to overcome communication barriers, promote clarity, and apply active listening in team settings
	1d	C1	3b, 3e	4. How teams work: 6 Team rules – OpenLearn (Open University) https://www.open.edu/openlearn/mod/oucontent/view.php?id=2836&section=6 Format: Module section (~10 mins reading) Highlights: Helps define ground rules: communication frequency, tool choices, response times, and behavior norms—especially for virtual teams
	1d	C1	3b, 3e	5. Effective Communication in the Workplace – OpenLearn (Open University) https://www.open.edu/openlearn/money-business/effective-communication-the-workplace/content-section-overview?active-tab=description-tab Format: 8-week self-study (3 hrs/week, digital badge) Highlights: Covers verbal, non-verbal, written rules, preparing meetings, feedback culture, and etiquette in diverse environments
	1d	C1	3b, 3e	6. Free Communication Training for Employees – SC Training (SafetyCulture) https://training.safetyculture.com/course-collection/free-communication-training-for-employees/

				Format: Micro-lessons (public speaking, email rules, virtual norms; free up to 10 users) Highlights: Teaches clear speech rules, etiquette, platform-specific communication norms, meeting best practices, and soliciting feedback
Technical Assistant systems	4d	C4	5d	
Technology Needs Analysis	4d	C4	5c	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	4d	C4	5c	1. Technology Needs Assessment – UNEP Climate Centre https://tech-action.unepccc.org/e-learning/ Format: Self-paced e-learning module + downloadable guides Highlights: Ideal for climate-tech needs, stakeholder consultation, prioritization frameworks, and diffusion plans.
	4d	C4	5c	2. How to Conduct a Technology Needs Assessment – Whatfix https://whatfix.com/blog/technology-needs-assessment/ Format: Step-by-step guide (article) Highlights: Offers a structured 9-step model for assessing tech requirements, involving stakeholders, and measuring value.
	4d	C4	5c	3. Prepare to Use Digital Technology – Cloud Assess https://cloudassess.com/course-library/prepare-to-use-digital-technology/ Format: Free short online course Highlights: Focuses on identifying and using the right digital tools for specific tasks and environments.
	4d	C4	5c	4. Technology Needs Assessment for Nonprofits – Nonprofit Utopia https://www.nonprofit.courses/course/how-to-conduct-a-technology-needs-assessment-for-your-nonprofit-by-nonprofit-utopia/ Format: Self-paced tutorial Highlights: Tailored to non-tech professionals, with a focus on internal alignment, organizational culture, and operational needs.
	4d	C4	5c	5. Training Needs Analysis – Class Central (MOOC directory) https://www.classcentral.com/subject/training-needs-analysis Format: Aggregated MOOC courses Highlights: Multiple free courses on general and tech-related needs analysis, covering models like ADDIE and competency mapping.
	4d	C4	5c	6. Strategic Training Needs Analysis Mastery – Alison https://alison.com/course/strategic-training-needs-analysis-mastery Format: Self-paced online course Highlights: Includes organizational goal alignment, stakeholder mapping, and data collection for training-related tech needs.
Time (self) management	3c	D2	3b	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	3c	D2	3b	1. Time Management (Great Learning Academy) https://www.mygreatlearning.com/academy/learn-for-free/courses/time-management Format: Self-paced video course (~1 hr) Highlights: Covers goal-setting, prioritization, Parkinson's Law, time blocks, reducing multitasking.
	3c	D2	3b	2. Time Management – Oxford Home Study Centre https://www.oxfordhomestudy.com/courses/online-management-courses/time-management-free-courses

				Format: Self-paced, certificate included Highlights: Demonstrates goal techniques, scheduling, task prioritization, and efficiency best practices
	3c	D2	3b	3. Time Management Mastery – Alison https://alison.com/course/time-management-mastery Format: Self-paced (~3–4 hrs) Highlights: Teaches time-saving methods, effective goal setting, distraction avoidance, and managing others
	3c	D2	3b	4. Time Management (Juno School) https://junoschool.org/free-certificate-course/time-management/ Format: 1 hr mobile video Highlights: Covers Eisenhower Matrix, Pomodoro, Time Blocking, Two-Minute Rule, and a productivity framework
	3c	D2	3b	5. Introduction to Time Management – Coursera https://www.coursera.org/courses?query=time%20management Format: Multiple MOOCs (audit free) Highlights: Topics include UC Irvine’s “Working Smarter, Not Harder,” SBI’s version, and others focusing on planning, overcoming procrastination, and work–life balance
	3c	D2	3b	6. Time Management for Busy People – State Bank of India on edX https://www.classcentral.com/subject/time-management Format: 2–3 hrs MOOC Highlights: Focuses on prioritization techniques, barrier reduction, achieving work–life balance
Track and trace	4c, 4d	D4	5a	EXCURS PPT https://training.gaia.es/course/view.php?id=8
	4c, 4d	D4	5a	1. TraceLink Basics for Track & Trace Services – TraceLink University https://www.tracelink.com/resources/tracelink-university/tracelink-basics-track-trace-services-elearning-course Format: 65-minute self-paced e-learning Highlights: - Covers GS1 serialization standards and five levels of traceability - Detailed interface tour for TraceLink’s compliance platform - Suitable for understanding serialization workflows
	4c, 4d	D3	5a	2. Supply Chain Visibility & Track-Trace Technologies – TrainingCred https://trainingcred.com/training-course/supply-chain-visibility-and-track-trace-technologies Format: Online training course Highlights: - Explains RFID, GPS tracking, and blockchain for traceability - Teaches integration techniques to enhance visibility and operational compliance
	4c, 4d	D4	5a	3. Product Traceability Techniques & Best Practices – Olanab Academy https://www.olanab.org/courses/Product-Traceability-Techniques-Best-Practices-from-Olanab-Academy Format: Online course (free access) Highlights: - Practical methods across pharma, food, and manufacturing - ISO, regulatory, and supply chain-wide traceability frameworks
	4c, 4d	D4	5a	4. Free Logistics & Supply Chain Courses – Cursa https://cursa.app/free-courses-logistics-online Format: Collection of 9 free logistics modules

				Highlights: - Includes supply chain digitization, analytics, and tracking fundamentals - Broader context for traceability in operational systems
	4c, 4d	D4	5a	5. 13 Free Logistics Courses with Certificates – SC Training https://training.safetyculture.com/course-collection/free-online-logistics-courses-with-certificates/ Format: Microlearning modules (5–8 min each) Highlights: - Includes supply chain management coverage, relevant to trace & track contexts
Train the trainer	3c	D2	3b	1. Introduction to Training of Trainers (TOT) – Alison https://alison.com/course/introduction-to-training-of-trainers Format: Self-paced (~2–3 hrs) Highlights: Covers training needs assessment, training systems, methods for designing and delivering effective workplace training www.slideshare.net/1TrainSMART/1HR_LATAM فرصة.
	3c	D2	3b	2. Advanced Diploma in Training of Trainers – Alison https://alison.com/course/diploma-in-training-of-trainers Format: Diploma-level (~15–20 hrs) Highlights: Focuses on instructional design, behaviour modeling, group dynamics, and digital learning techniques Alison.
	3c	D2	3b	3. **ORION Open Science Train-the-Trainer MOOC – OpenLearn (Open University)** https://www.open.edu/openlearncreate/course/view.php?id=5865 Format: Self-paced MOOC Highlights: Emphasizes adult learning theory, ADDIE model, audience profiling, materials creation, and both online/offline facilitation www.slideshare.net/14Universidad_Abierta/14nef-edu.org/14.
	3c	D2	3b	4. Free Online Train-the-Trainer Course – Total Success Training https://www.totalsuccess.co.uk/free-online-train-the-trainer-course/ Format: Self-paced modules Highlights: Teaches learning theory, training objectives, session design, delivery, visual aids, evaluation, and handling difficult participants TrainSMARTexpleoacademy.com/2Total_Success_Training/2TrainSMART/2.
	3c	D2	3b	5. Free Online Course: Train the Trainer – EMMA (via Class Central) https://www.getyoureducation.net/course/train-the-trainer Format: 3-week course (~1 hr/week) Highlights: Focuses on adult learning, training structure, engagement techniques, session design, and reflective practice www.slideshare.net/14getyoureducation.net/14Universidad_Abierta/14.
	3c	D2	3b	6. Edraak – Novice Trainer Level Course (TOT-VT1) https://www.edraak.org/en/programs/course/tot-vt1_2020/ Format: Video-based MOOC Highlights: Introduction to corporate training, adult learning basics, and techniques to test interest in a trainer role oshaunlimited.com/9Edraak/9Universidad_Abierta/9.
	3c	D2	3b	7. OpenLearn – ORION ADDIE Model Factsheet https://www.open.edu/openlearncreate/mod/page/view.php?id=165014 Format: Factsheet

				Highlights: Detailed explanation of the ADDIE instructional design model—an essential framework for trainer design and planning
Work life flow	3c, 3e	D2	3b	WLF project (https://moodle.work-life-flow.eu/my/courses.php). Communication and empathy, crafting, Emotion regulation, Physical health, Principles of health and safety at work, Self-reflection and self - awareness
Working with generations	3e	C1/ E1	3	1. Leading Across Generations / Multigenerational Leadership – Impodays https://courses.impodays.com/leading-across-generations-multigenerational-leadership-2/ Format: ~1.5-hr video course, self-paced Highlights: - Covers generational characteristics (Boomers, Gen X, Millennials, Gen Z), communication styles, conflict resolution, motivation techniques - Emphasizes creating inclusive, collaborative cultures and reverse mentorship
	3e	C1/ E1	3	2. Intergenerational Online Modules – Generations Working Together https://generationsworkingtogether.org/training/online-training/ Format: 2.5–3.5 hr CPD-accredited self-paced modules Highlights: - Focus on intergenerational program design, combating ageism, and facilitating cross-age collaboration - Ideal for HR, leaders, or community facilitators
	3e	C1/ E1	3	3. 7 Best Cross & Multi-Generational Training Activities – Symonds Research https://symondsresearch.com/multi-generational-training-activities/ Format: Article with practical facilitation techniques Highlights: - Tools like coffee chats, storytelling, reverse mentoring, panels to bridge generational divides
	3e	C1/ E1	3	4. Managing Gen Z in the Workplace – Alison https://alison.com/course/managing-gen-z-in-the-workplace Format: Self-paced course Highlights: - Focuses on Gen Z traits, communication, motivation, mental well-being, recognition strategies
	3e	C1/ E1	3	5. Bridging Generational Differences – DiversityBuilder https://diversitybuilder.com/bridging-generational-differences-online-course/ Format: Interactive online module Highlights: - Explores five generations, stereotype reduction, active listening, tailored feedback, inclusive communication
	3e	C1/ E1	3	6. Additional Resources British Council Corporate Insights: Guidance on leading multigenerational teams through inclusive culture https://corporate.britishcouncil.org/insights/expert-insights-how-successfully-lead-diverse-multigenerational-teams?utm_source=chatgpt.com Leadology & CultureAlly Blogs: Practical tips on managing heterogeneous age groups and creating cohesive cultures https://www.cultureally.com/training/multigenerational?utm_source=chatgpt.com
Work-life balance	3e	D2/ E1	3b	1. Achieving Work–Life Balance – Alison https://alison.com/course/achieving-work-life-balance

				Format: Self-paced (~3–4 hrs) Highlights: Focuses on prioritizing tasks, setting boundaries, managing stress, and sustaining performance for greater personal well-being .
	3e	D2/ E1	3b	2. Balancing Professional Development and Personal Well-being – Alison https://alison.com/course/balancing-professional-development-and-personal-well-being Format: Self-paced, CPD accredited Highlights: Integrates career progression with personal wellness strategies like stress management and goal-setting .
	3e	D2/ E1	3b	3. Get Beyond Work–Life Balance (Inclusive Leadership Training) – edX https://www.edx.org/learn/leadership/catalyst-get-beyond-work-life-balance-inclusive-leadership-training Format: Self-paced MOOC (~1–4 hrs/week) Highlights: Offers leadership strategies for managing work–life priorities, with a toolkit for flexible work arrangements .
	3e	D2/ E1	3b	4. Work–Life Balance and the Impact of Remote Working – FutureLearn https://www.futurelearn.com/courses/work-life-balance-and-the-impact-of-remote-working Format: 6-hr online course Highlights: Examines organizational, managerial, and personal factors affecting work–life even in remote settings .
	3e	D2/ E1	3b	5. Achieving Better Work/Life Balance – Impodays https://courses.impodays.com/achieving-better-work-life-balance/ Format: Self-paced video course (~1 hr) Highlights: Covers time management, boundary-setting, mindfulness, flexible work—and includes practical self-assessment tools
UN SDG literacy	All	A/F	All	
EU policy regulations on sustainability, inclusion & compliance	All	A/F	All	Excurs training module https://training.gaia.es/course/view.php?id=8
Decent Work Standards (International Labour Organisation)	All	B1/ D2	All	1. Human Rights Due Diligence for Decent Work – ITCILO MOOC https://www.itcilo.org/sites/default/files/2024-08/E9717893_SEE_Development%20MOOC%20HRDD4DW_InfoNote%20EN.pdf Format: Self-guided MOOC (~18 hrs) Languages: English, French, Spanish Highlights: - Integrates ILO labour standards and UN Guiding Principles - Covers how business operations can improve decent work conditions - Includes webinars, case studies across sectors, and certificate of participation
	All	B1/ D2	All	2. Business and Decent Work – MNE Declaration Intro – ITCILO https://sustainableprocurement.unglobalcompact.org/e-courses/ Format: Online self-paced e-course Languages: English, French, Spanish, Portuguese, Chinese, Japanese, Thai Highlights:

			○ Introduces ILO Tripartite Declaration for multinational enterprises ○ Uses real case studies to show how businesses embed decent work into operations
All	B1/ D2	All	3. Employment and Decent Work for Peace & Resilience – ITCILO MOOC https://credentials.itcilo.org/group/421175 • Format: Self-paced MOOC • Highlights: ○ Based on ILO Recommendation No. 205 ○ Focuses on decent work during crises (pandemics, conflicts, disasters)
All	B1/ D2	All	4. Industrial Relations Toolkit – ITCILO https://www.itcilo.org/courses/industrial-relations-toolkit • Format: Self-learning toolkit • Languages: English, French, Spanish • Highlights: ○ Emphasizes collective bargaining, workplace cooperation, grievance mechanisms Includes badges and certificate upon completion
All	B1/ D2	All	Additional Resources on Labour Rights & Standards • ILO's E-Learning on Labour Standards & Responsible Business – courses like “Meeting Labour Standards in Supply Chains” and “Labour dimension of national action plans” are available for free https://www.ilo.org/resource/other/training-opportunities?utm_source=chatgpt.com • Global Labour University MOOC on “Workers’ Rights in a Global Economy” (via iversity), addresses decent work and labour standards https://en.wikipedia.org/wiki/Global_Labour_University?utm_source=chatgpt.com