17-18

TITULACIÓN

MÁSTER UNIVERSITARIO EN STRATEGIC BORDER MANAGEMENT / GESTIÓN ESTRATÉGICA DE FRONTERAS

CÓDIGO 262001

17-18

MÁSTER UNIVERSITARIO EN STRATEGIC BORDER MANAGEMENT / GESTIÓN ESTRATÉGICA DE FRONTERAS

CÓDIGO 262001

ÍNDICE

PRESENTACIÓN
OBJETIVOS Y COMPETENCIAS
SALIDAS PROFESIONALES, ACADÉMICAS Y DE INVESTIGACIÓN
REQUISITOS ACCESO
CRITERIOS DE ADMISIÓN
NO. DE ESTUDIANTES DE NUEVO INGRESO
PLAN DE ESTUDIOS
NORMATIVA
PRÁCTICAS
DOCUMENTACIÓN OFICIAL DEL TÍTULO
SISTEMA DE GARANTÍA INTERNA DE CALIDAD DEL TÍTULO
ATRIBUCIONES PROFESIONALES
STUDENTS HANDBOOK
IGUALDAD DE GÉNERO

PRESENTACIÓN

JUSTIFICATION EJMBSM
EUROPEAN JOIN MASTER BORDER STRATEGIC MANAGEMENT)

JOINT MASTER IN BORDER MANAGEMENT IN THE EUROPEAN UNION (EJMBSM)

The Joint Master's Degree in Border Management in the European Union represents a new specialization for the training of police officers and other law enforcement and border enforcement officers, which is supported by the European Agency FRONTEX during development of the project as well as during the course in its iteration. The aim is to provide police and other agents responsible for ensuring the security and order at the borders of the European Union of scientific tools, based on the skills and competences they need to develop their work in a globalized world and in a changing field as Europe is now.

FRONTEX promotes, coordinates and elaborates the management of European borders in accordance with the EU Charter of Fundamental Rights in its application of the concept of integrated border management. FRONTEX supports Member States in their objective of achieving a high and uniform level of efficiency in border control, and also promotes capacity building as a combined instrument to address the problems posed by the flow of immigration and organized crime in the external borders at European level and the Member States. An important role of FRONTEX is to support the training and education of national border guards by defining common training standards ('common training trunk') and by developing mobility / exchange programs for Border guards at all levels. The activities carried out by FRONTEX in the field of education and training of border guards are aimed at promoting a common culture for border guards, with high standards in fundamental rights, ethics and leadership.

Common European tools and standards are developed by FRONTEX in close collaboration with border agencies, educational and training institutions and other partner organizations in Member States and in Schengen agreement partner countries. These common standards aim to address the training needs of stakeholders at all levels and in all fields, from the harmonization of the educational trajectory of border guards to the development and delivery of specialized courses in all fields related to the border guard activity. The 'common stock' developed by Frontex is adopted by Member States and implemented at national level in line with the common training and ethical principles as reflected in the FRONTEX Formative Strategy.

The development of this European Joint Master Program is based on Article 5 of the modified Frontex regulation, which stipulates the development of common European standards for the education and training of border guards and Stockholm Program which emphasizes the need to develop frameworks to encourage the involvement of law enforcement officials in different types of exchange or mobility programs to contribute to the development of a common culture and a shared approach to security at European borders, with the mandate of Frontex in the field of education and training of border guards. In addition, the Internal Security Strategy of the European Union encourages European bodies to adopt a strategic approach to vocational training in order to strengthen the national

capacity of Member States, while strengthening the European dimension of training and European collaboration in the police sector, specifically in the field of border management. The present European Joint Master Program follows the strategic approach established by Frontex for the education and training of border guards and is part of FRONTEX's contribution to the European Training Plan for Law Enforcement.

OBJETIVOS Y COMPETENCIAS

ACADEMIC INTERESTS AND GOALS

In most countries of the European Union there are official masters that deal with police security, and in particular in the UNED has been giving a master's degree in this subject, the University Master in Security, for more than 7 years. All of these masters address issues of police security at the national level, but the EJMBSM Master Border Management in the European Union IS the first academic program aimed at border police cooperation within the framework of internal security whose design and delivery is done with participation of several universities and military / police academies in Europe and the collaboration of the FRONTEX Agency. In this sense, it represents an added value to the training and the police profession in the European Union. Also UNED is the university that grants the Diploma in the impartición of the Master in Police Cooperation in the European Union that is made in collaboration with the European Agency CEPOL with it Headquarters in Budapest.

This EJMBSM title complements, as indicated above, the degree programs of police training within the framework of the European Higher Education Area existing in European universities. The objective is to integrate specialized training for police officers and other security forces into the training framework within the EHEA by developing this mastery program related to border security in Europe.

The designed program fully conforms to the Dublin Descriptors for this cycle of studies and will be taught by recognized European universities (including the Spanish universities of UNED and Salamanca). For this reason, the academic quality, consistency and consistency of the academic program are fully guaranteed.

The goal/ target group of potential audience is made up of Officers from the different border police bodies of the countries that make up the European Union, providing a specific training for which the Master is used as a further specialization in management issues and

specialization in international border police cooperation. The collaboration UNED Faculty of Law-Civil Guard in postgraduate subjects adopts a new step. This uninterrupted collaboration has developed over the last twenty seven years, counted retroactively as from 2017 and has covered different academic formats, both at the undergraduate and postgraduate level (seminars, courses, master's degree). Scientific, etc.).

NEW DIPLOMA

In terms of European agencies that have to deal with security control isues, the UNED takes a prominent place, implementing both this Master of FRONTEX, and that already being promoted by the European Police Training Agency (CEPOL) Both are offered with the collaboration of Guardia Civil and its Officers Academy. The implementation of the EJMBSM Master in border management in the European Union is a further boost to the European convergence that the education systems have been pursuing and supporting for years in the framework of the European Space of Higher Education and in which the UNED has been having a very important role, since it will be one of the five universities that offer this joint degree (the physical emission of the title, signed by all the Rectors of the five universities, will correspond to the Dutch NLDA, Faculty of Military Sciences of Breda, coordinated this in some way the joint process, although the five universities act in strict system of equality of importance and relevance, being the student a future titled of the five institutions) At the end of the document of Agreement and its translation includes the accreditation that NLDA (with the rest of Universities) of the European Agency ECA at the request of the Dutch NVAO Dutch edition, similar to the Spanish ANECA). Accreditation in NLDA and NVAO means that the performance of instruments of mutual recognition under the auspices of JOQAR, ENQAR acquires a validity and extensive validity and accredit outside the Netherlands (in this case in Spain and for the UNED and the University of Salamanca) The title of master set presented here.

MODE OF DELIVERING

The degree is semi-presential since the students in each module of the program they make will go to a European place for a week to share teaching in an intensive contact-based contact week. The place will be where the teaching activity of the university responsible for each module will be developed, or of the Collaborating Police Academy, which in the Spanish case will be the Academy of Officers of Aranjuez of the Civil Guard or the Academy of Avila of the National Police , In the case of two modules coordinated by the University of Salamanca. Different works and readings are controlled by the lecturers

The combination of the two modes of delivering (on-line and presential) allows a tight collaboration of students ann lecturers from all the EU countries. That means that the EJMBSM will provide training in the police border cooperation field. On beside, the working groups od lecturers/students would be the basis for future cooperation among the BorderGuarding bodies in Europe, specially with the High Officer attending the EJMBSM course

KNOWLEDGE, SKILLS, COMPETENCE

There are several competences (learning outcomes, at the end) depending on the specific module, but we can select some general competences, following the documentation presented to the Education Spanish authorities.

-To integrate and to support the respect to the Fundamental Rights and professional rights in the ethic standards (always on the field on the Border Guarding activities)

-To use the aprropriate techniques and tools to manage all resources, optimizing its use and looking for a balance between the organizational goals and the expectations of the interested people, national, european or international

- To guarantee the focus on the intelligence and strategy in the management on Border Management control

-To support the collaboration, coordination and european interoperability related to the Border protection activity

-To take advantage of the opportunities of learning through the long life training and to support the professional development inside the Organization

-Critically evaluate the potential organizational development in the context of managerial principles, specailly in the Border management

-To communicate in a efective way in a multicultural and multiprofessional context

-To apply professional skills and research skills in the field of the information/data analysis to strenght the border security in the european context

More specific outcomes for the Stage 1 (modules 1 to 6) can be:

Critically evaluate a broad range of strategic management system

Critically evaluate the integration of fundamental rights, professional standards and ethical principles into border guarding policies, procedures and activities

Plan and evaluate Bortder security management activities

Apply theories, tools and techniques to human and financial resource management

Manage change in the context of innovation and emerging technologies

Work effectively in collaboration with members with responsibility for management of border security from other States

Adopt a strategic perspective to all border guarding activity

Implement quality management standards in border guarding activities

Selectively apply a range of leadership styles to achieve organizational goals

Ensure that the European mission, vision and values in relation to border security are incorporated into management practices

More specific outcomes for the Stage 2 (modules 7 to 10)

Critically evaluate the European approach to Border security in the context of Global trebds and threats

Critically evaluate national strategies for risk and threat management in the context of European and International practice and the capacity for interoperability

Critically review approaches to multi-agency cross-border cooperation for the prevention, detention and investigation of cross-border related crime

Design intelligence-driven operational strategies for border control and evaluate them in the

context of coooperation, harmonization and interoperability
Work effectively in collaboration with members with responsibility for management of border security from other states in a range of border security related contexts
Balance the requirements of security, safety, cooperation and information management with protection of fundamental rights and ensure free movement of people, goods and services within an integrated border management framework
Support and facilitate a range of cooperation partnerships, procedures and networks that enhance integrated border management

SALIDAS PROFESIONALES, ACADÉMICAS Y DE INVESTIGACIÓN

This Master degree is dedicated to a group of High officers in the different bodies of Border Guarding in the Member States. However, it is not a Professional Master because its profile is mostly focused in the research activities and practices (two Modules plus the Dissertation itself are around the reseach techniques and the other modules are genearlly assessed by a research report). The student can use this Master for his/her professional career as a high qualification merit.
The Master provides a level of SQF 7 qualification (the SQF is a scale to graduate the studies of training of the police bodies in Europe). SQF 7 is a master level. The master provides the possibility to proceed (under the respect to the special rules in the EU countries and EU universities) to the PhD studies

REQUISITOS ACCESO

The ethical code of the program is based on the improvement of interoperability at EU borders and the harmonization of educational and professional standards while respecting diversity in line with the principles of Bologna. The European Joint Master Program includes international expertise for the development and implementation of the program and is accessible to all EU organizations with border control functions

The admission requirements for this programme is that candidates must possess, at a minimum , a first cycle qualification comprising at least 180 ECTS credits (bachelor degree or

equivalent) obtained from a recognized higher education institution . This degree should be in an area that is related to the subject of this Master programme such as Law, Business administration, Public administration, entrepreneurship and border guarding, border policing, policing, criminology, military sciences, security sciences, sociology, psycology, political sciences, risk and security management and related areas. In addition, students are expected to have a minimum of three years first-hand knowledge and experience in working in an operational Border Guarding function, in ate least middle management position, and, if their first language is not english, they are to provide recent evidence of at least a B2 level as defined in the European Framework of Reference for Languages

CRITERIOS DE ADMISIÓN

In addition to the admission requirements, and more specificaly to the **professional experience** this experience should be related to the following
-border surveillance units
-border check units
-risk analysis units
-cross-border crime units (smugling of migrants, trafficking of human beings, countering illegal migration, document forgery, investigation units, etc.)
-intelligence related to border crime
-immigration control units
-return, asylum operational units
-headquarters structures coordinating the operational units

The candidates have to offer an appropiate level in **Security Clearance**: all persons who have access to training materials and assessment related to the degree Programme mus have an appropriate level of security clearance issued by the competent national authority(EU RESTRICTED)

NO. DE ESTUDIANTES DE NUEVO INGRESO

It is determined by the Governing Board of EJMBSM . For the first (2015-2017)and the second iteration (2017-2019) the number was 30 students as a limit.

PLAN DE ESTUDIOS

The EJMBSM MASTER CURRICULA is as follows:
Three stages are delivered during a year and a half, starting in September-October every two years and finishing in March-April, eighteen months later
Stage 1: Modules 1 to 6 (contents the general issues needed for this Master)
Each Module has a previous phase of readings and preparation for a mandatory

presential week (once a month or 40 days, as an a average). During the presential weeks seminars, workshops, lectures are combined. Some of them have exams, working groups, assessment report after the presential week, etc). More details in the Students Handbook are provided to the elected candidates to be EJMBSM students)
Module 1: Strategy, planning and evaluation in border guarding. (5ECTS)

Being the first Module, Module 1 aims to be the foundation for the subsequent modules of the Programme. This module aims to develop border guarding strategies and implementation plans, evaluate effectiveness of strategic plans and review them in the context of national and EU requirements. For those reasons, the module is designed to build competences in developing strategic approaches to border management and strategic thinking skills.
On completion of this module –which is structured in 14 Sessions in 2016-, the student will be able to recognise the strategic context in border management, develop basic border management strategies and implementation plans taking into consideration the Fundamental Rights; Critically evaluate implementation plans and identify areas for improvement to the strategies; Compare and contrast European Border agency approaches to strategy and planning in the context of international practice; Apply a range of evaluation techniques to assess the effectiveness of strategies and implementation plans; Review and enhance strategic goals in border management.
Module 2: Fundamental rights and ethics in European Border Security management. (5ECTS)

Module 2 aims to integrate the respect, promotion and fulfilment of fundamental rights and ethics into strategic decision making and also considering their implications on border management. The Module Handbook gives the student an overview of the main components of the module, expains the learning process and also contains the list of the international legal acts that the student is expected to be or to get familiar with.
The Module, which will be developed through 13 Sessions in 2016, pretends that the student could be able to analyse where the actions taken and decision making by border guards can engage the organisation's and the State's obligations under the fundamental rights legislative framework; Selectively identify the potential risk of a breach of fundamental rights, including the right to make an application for international protection, and ethics within the organisation and develop strategic solutions to address them within the scope of available resources; Critically evaluate and incorporate the mechanisms for improving the strategy for fundamental rights and ethical standards within the Border Agency; Selectively identify and propose work place mechanisms to motivate and improve the culture promoting fundamental rights and ethics; Critically evaluate and promote adherence to fundamental rights and ethics resulting in performance enhancement; Selectively identify and apply good practices to avoid potential breaches of fundamental rights and ethical standards through cooperation with other EU border guarding agencies; Identify barriers to inter - agency/State cooperation in the field of protection of fundamental rights and ethics in border management and recommend appropriate action; Take timely strategic decisions in sensitive critical situations where

fundamental rights could be breached, taking into consideration the implications at both national and EU level.

Module 3: Leadership and organisational development in border mangement (5ECTS)

The aim of Module 3 –which is organiced in 15 Sessions in 2016, is to address theoretical and practical requirements for managing and leading changes in organisations. The Leadership and Organisational Development in Border Management Module provides theoretical and practical frameworks with the aim to provide students for their role of change agents. The Module is based mainly on the following disciplines and fields: Organisational Development; Organisational Behaviour; Leadership in Organisations; Organisational Culture and Change Management.

On completion of this Module students will be able to reflect on their own organisational culture and identify and address potential barriers in order to facilitate the application of the learning organisation culture at national and EU level, Selectively apply relevant leadership styles to promote ongoing organisational development reflecting fundamental rights and professional ethics; Analyse the impact of management and leaders' decisions and actions in terms of EU/international standards, on relevant stakeholders; Critically evaluate alternative organisational development approaches in the context of EU standards and policies, including quality management frameworks, to sustain organisational improvement; Perform effectively in team problem solving activities, build interpersonal capability, and benefit from team learning processes; and finally Design and evaluate organisational improvement solutions in relation to interoperability through the application of change management processes.

The Module Handbook gives teh student an overview of the main components of the Module, explains the learning process and contains the list of the international legal acts that the students are expected to be or to get familiar with.

Module 4: EU Borders Policies and strategies(5ECTS)

The aim of this Module, organiced through 17 Sessions i 2016, is to engage students in EU border security policies, strategies and resources, including EU decision-making procedures and strategic integration of fundamental rights. In order to enhance their professional competencies, students should be fully aware of the role played by the different institutions and agencies in the development and implementation of EU policies and strategies in the field of border management.

On completion of this module the students will be able to define, explain and critically evaluate a broad range of EU border security policies and strategies, and appreciate the implications for their implementation in the national context; critically evaluate national border security policies and strategies within the context of EU security strategies; critically evaluate and apply the existing legal and procedural framework related to resource management in border security; apply a broad range of concepts and tools to implement, review and improve EU Border Strategies; strategically integrate fundamental rights within EU policies, strategies and resources.

Module 5: Innovation and technology in border security.(5ECTS)

The aim of Module 5, which contains 16 Sessions in 2016, is to critically evaluate major technological trends related to Integrated Border Management (IBM), and assess their feasibility in terms of effectiveness and strategic compatibility, applicability and cost efficiency. This module will also instil a sense for innovative approaches to be adopted in tackling specific Border Management issues and resulting improvements. On completion of this Module is pretended that the student will be able to critically evaluate emerging trends in technology related to border security in a European and national context; Strategically manage the selection, utilisation and evaluation of existing technology in order to improve the quality of border security in the context of European integrated border management; Design potential innovative solutions aimed at improving interoperable border control, taking into account organisational barriers; Ensure that the use of border technology systems complies with relevant legal and fundamental rights standards; Identify, prioritise and support the directions for research and development (R&D) that will enhance border security while facilitating the movement of goods and people.

Module 6: Researching Management practices in Border Security.(5ECTS)

Module 6, divided through 19 Sessions in 2016, emphasis on quantitative approaches in investigation. Students will be provided with an introduction to appropriate quantitative research methods and their qualities (validation, reliability, generalization...) relevant to conducting such a study leading to a research report (e.g. constructing and deploying a simple questionnaire and the evaluation and interpretation of the data obtained.

In order to achive those goals, the Module Handbook gives the student an overview of the main components of the module, expaining the learning process and containning all the relevant information for recognition of prior learning.

Stage 2. Modules 7 to 10 (contents the issues for deeeping knowledge about Border management)

Module 7: The Goblal context of european Border security. (5ECTS)

Module 7, which is divided in 14 Sessions in 2016, gives the student the ability to confront and discuss global, transnational and European security concerns, identify geo-political. Socio-economic and cultural trends that can impact global and European security an influence collaboration and decisión making in border management systems.

The module Handbook gives the studentd an overview of the main components of the Module, expains the learning process and contains relevant information for recognition of prior learning.

Module 8: Strategic risk and threat management for european border security.(5ECTS)

Having in mind that Risk Management implements plans and activities to reduce the possibility of the events occurring, to mitigate their consequences that should occur, and exploit the opportunities they may present, Module 8 deals with all the mentioned ideas.

Module 8 considers that Risk analysis and management constitute a continuous process, and

one that cannot be addressed separately or in isolation from operational design. They boath are intrinsic to planning as their results lead to refinement and adjustment of the current organizational risk management, and to a series of indicators to be monitored and contingency plans that may be implemented, requiring on-going operational management.
Strategic Management of Risks and Threats, which will be dealt through 6 Sessions, are placed in the context of the European Border Management and in the context of daily work of current and future border management professionals.

Module 9: Cooperation in strategic Border Management.(10ECTS)

The aim of Module 9 -through its 11 Sessions in 2016-, is to provide students with the competence to critically evaluate the application of all previous learning in strategic context, providing comprehensive perception of methods and forms of cooperation. To identify and apply good practices in cooperation in the context of border guard management relating to such issues as investigation of cross-border crimes, policies, procedures, and so on. Module 9 also foresees enhancing the ability to apply multi-institutional, multidisciplinary and multicultural approaches.
As Learning Outcomes dealt on completion of this Module, the students will be able to interpret and critically review international, EU and national cooperation mechanisms and identify barriers and solutions for productive cooperation in border security; selectively identify working principles of the international institutions and national authorities that impact on the cooperation in border security related to the EU; critically evaluate border security cooperation in the operational multicultural and multidisciplinary environment and propose feasible tactics to improve cooperation; critically evaluate the level of cooperation in cross-border investigations and find solutions to improve intra-service, inter-agency and international cooperation.

Module 10: Researching integrated practices in border Management. (10ECTS)

Module 10 deeply deals (28 Sessions in 2016) with qualitative research techniques (e.g. interview, case study, observation) and scientific writing and presentation skills the student needs for writing the Master final dissertation. Students will be given a basic introduction to qualitative methods and their qualities (validation, reliability, generalization, etcetera.) relevant to conduct such a study leading to a research report (e.g. constructing and deploying a simple case study and the evaluation and interpretation of the data obtained). In addition, students will integrate the knowledge gained from previous topics covered in all the modules of the programme and you will learn from the specialists who are embedded in a border surveillance organization (field visit). Students will finish the Module with a research report and a presentation and also a brief reflection about the practices in a group of three students.

Stage 3. Dissertation (Master thesis). (30ECTS)

This step is awarded with 30ECTS due the huge importance of this stage. After the ten modules received in one academic year, the students have around four months to prepare their dissertation, followed by a public defence with a Committee of 3 PhD including their Supervisor (no voting member)

Dissertation:
Students will have to go through several Phases (1st Dissertation Meeting: Draft on individual Research Proposal; 2nd Dissertation meeting: final individual research Proposal; 3rd Dissertation meeting) aimed to the final defense of the Master Thesis. An strict control of ethics and methods for the dissertation subject has been implemented

TOTAL ECTS CREDITS are 90

NORMATIVA

xxxx

PRÁCTICAS

The EJMBSM has not practices or placements in the Curriculum, provided the students are professional practitioners

DOCUMENTACIÓN OFICIAL DEL TÍTULO

De acuerdo con la legislación vigente, todas las Universidades han de someter sus títulos oficiales a un proceso de verificación y acreditación.
En el caso de la UNED, el Consejo de Universidades recibe la memoria del título y la remite a la ANECA para su evaluación y emisión del Informe de verificación. Si el informe es favorable, el Consejo de Universidades dicta la Resolución de verificación, y el Ministerio de Educación eleva al Gobierno la propuesta de carácter oficial del título, ordena su inclusión en el Registro de Universidades, Centros y Títulos (RUCT) y su posterior publicación en el Boletín Oficial del Estado.
Los títulos oficiales de máster han de renovar su acreditación antes de los seis años, desde la fecha de inicio de impartición del título o de renovación de la acreditación anterior, con el objetivo de comprobar si los resultados obtenidos son adecuados para garantizar la continuidad de su impartición. Si son adecuados, el Consejo de Universidades emite una Resolución de la acreditación del título.
Estas resoluciones e informes quedan recogidos en el Registro de Universidades, Centros y Títulos (RUCT).

•Memoria del Título

•Resolución de verificación del CU
•Inscripción del Título en el Registro de Universidades, Centros y Títulos
•Publicación del Plan de Estudios en el BOE

SISTEMA DE GARANTÍA INTERNA DE CALIDAD DEL TÍTULO

La UNED dispone de un Sistema de Garantía Interna de Calidad (SGIC-U) que alcanza a todos sus títulos oficiales de grado, máster y doctorado, así como a los servicios que ofrece, cuyo diseño fue certificado por la ANECA.
El SGIC-U contempla todos los procesos necesarios para asegurar la calidad de su profesorado, de los recursos y de los servicios destinados a los estudiantes: el acceso, la admisión y la acogida, las prácticas externas, los programas de movilidad, la orientación académica e inserción laboral, el seguimiento y evaluación de los resultados de la formación, la atención de las sugerencias y reclamaciones y la adecuación del personal de apoyo, entre otros.
Los responsables del SGIC son:
•La Comisión Coordinadora del Título
•La Comisión de Garantía de Calidad del Centro
•El Equipo Decanal o de Dirección
•La Comisión de Garantía de Calidad de la UNED
A través del Portal estadístico, la UNED aporta información a toda la comunidad universitaria tanto de los resultados de la formación como de los resultados de satisfacción de los distintos colectivos implicados.
Documentos del SGIC del título:
•Principales resultados de rendimiento
•Resultados de satisfacción de los diferentes colectivos
•Objetivos de Calidad del Centro

ATRIBUCIONES PROFESIONALES

The aim is the Police officers in the working field of Border Guarding in the EU Member States. There are not specific profesional attributions, beside the Master itself awarding the Officer

STUDENTS HANDBOOK

https://aula.frontex.europa.eu/courses/pluginfile.php/14710/mod_resource/content/1/Student%20Handbook.pdf

(you will have access if you are student or lecturer in the EJMBSM Master programme and you are an authorised member of FRONTEX VIRTUAL AULA)

IGUALDAD DE GÉNERO

En coherencia con el valor asumido de la igualdad de género, todas las denominaciones que en esta Guía hacen referencia a órganos de gobierno unipersonales, de representación, o miembros de la comunidad universitaria y se efectúan en género masculino, cuando no se hayan sustituido por términos genéricos, se entenderán hechas indistintamente en género femenino o masculino, según el sexo del titular que los desempeñe.