

# Advanced Master's Degree Senior HR Management

A M D S H R M



## Advanced Master's Degree Senior HR Management

- » Modality: online
- » Duration: 2 years
- » Certificate: TECH Global University
- » Credits: 120 ECTS
- » Schedule: at your own pace
- » Exams: online

Acceso web: [www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-hr-management](http://www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-hr-management)

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# 01

# Welcome

Managing a company's human capital is a complex task, since it is one of the fundamental pillars of any business. In this sense, managers must have specific qualities that allow them to obtain the best performance from each employee, managing the human resources department appropriately. To enhance your skills in this field, TECH has designed this comprehensive program, developed by a team of experts to help students excel in their profession.



Advanced Master's Degree in Senior HR Management.  
TECH Global University



“

*Efficiently managing a company's human resources is an essential task that requires a high qualification level on the part of those in charge"*

02

# Why Study at TECH?

TECH is the world's largest 100% online business school. It is an elite business school, with a model based on the highest academic standards. A world-class centre for intensive managerial skills training.



“

*TECH is a university at the forefront of technology, and puts all its resources at the student's disposal to help them achieve entrepreneurial success"*

## At TECH Global University



### Innovation

The university offers an online learning model that combines the latest educational technology with the most rigorous teaching methods. A unique method with the highest international recognition that will provide students with the keys to develop in a rapidly-evolving world, where innovation must be every entrepreneur's focus.

"Microsoft Europe Success Story", for integrating the innovative, interactive multi-video system.



### The Highest Standards

Admissions criteria at TECH are not economic. Students don't need to make a large investment to study at this university. However, in order to obtain a qualification from TECH, the student's intelligence and ability will be tested to their limits. The institution's academic standards are exceptionally high...

**95%** | of TECH students successfully complete their studies



### Networking

Professionals from countries all over the world attend TECH, allowing students to establish a large network of contacts that may prove useful to them in the future.

**100,000+**  
executives trained each year

**200+**  
different nationalities



### Empowerment

Students will grow hand in hand with the best companies and highly regarded and influential professionals. TECH has developed strategic partnerships and a valuable network of contacts with major economic players in 7 continents.

**500+** | collaborative agreements with leading companies



### Talent

This program is a unique initiative to allow students to showcase their talent in the business world. An opportunity that will allow them to voice their concerns and share their business vision.

After completing this program, TECH helps students show the world their talent.



### Multicultural Context

While studying at TECH, students will enjoy a unique experience. Study in a multicultural context. In a program with a global vision, through which students can learn about the operating methods in different parts of the world, and gather the latest information that best adapts to their business idea.

TECH students represent more than 200 different nationalities.





TECH strives for excellence and, to this end, boasts a series of characteristics that make this university unique:



### Analysis

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TECH explores the student's critical side, their ability to question things, their problem-solving skills, as well as their interpersonal skills.



### Academic Excellence

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TECH offers students the best online learning methodology. The university combines the Relearning method (a postgraduate learning methodology with the highest international rating) with the Case Study. A complex balance between tradition and state-of-the-art, within the context of the most demanding academic itinerary.



### Economy of Scale

---

TECH is the world's largest online university. It currently boasts a portfolio of more than 10,000 university postgraduate programs. And in today's new economy, **volume + technology = a groundbreaking price**. This way, TECH ensures that studying is not as expensive for students as it would be at another university.



### Learn with the best

---

In the classroom, TECH's teaching staff discuss how they have achieved success in their companies, working in a real, lively, and dynamic context. Teachers who are fully committed to offering a quality specialization that will allow students to advance in their career and stand out in the business world.

Teachers representing 20 different nationalities.



*At TECH, you will have access to the most rigorous and up-to-date case studies in the academic community"*

03

# Why Our Program?

Studying this TECH program means increasing the chances of achieving professional success in senior business management.

It is a challenge that demands effort and dedication, but it opens the door to a promising future. Students will learn from the best teaching staff and with the most flexible and innovative educational methodology.



“

*We have highly qualified teachers and the most complete syllabus on the market, which allows us to offer you training of the highest academic level"*

This program will provide students with a multitude of professional and personal advantages, particularly the following:

**01**

### A significant career boost

---

By studying at TECH, students will be able to take control of their future and develop their full potential. By completing this program, students will acquire the skills required to make a positive change in their career in a short period of time.

*70% of participants achieve positive career development in less than 2 years.*

**02**

### Develop a strategic and global vision of companies

---

TECH offers an in-depth overview of general management to understand how each decision affects each of the company's different functional areas.

*Our global vision of companies will improve your strategic vision.*

**03**

### Consolidate the student's senior management skills

---

Studying at TECH means opening the doors to a wide range of professional opportunities for students to position themselves as senior executives, with a broad vision of the international environment.

*You will work on more than 100 real senior management cases.*

**04**

### Take on new responsibilities

---

The program will cover the latest trends, advances and strategies, so that students can carry out their professional work in a changing environment.

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

TECH connects its students to maximize opportunities. Students with the same concerns and desire to grow. Therefore, partnerships, customers or suppliers can be shared.

*You will find a network of contacts that will be instrumental for professional development.*

06

### Thoroughly develop business projects

Students will acquire a deep strategic vision that will help them develop their own project, taking into account the different areas in companies.

*20% of our students develop their own business idea.*

07

### Improve soft skills and management skills

TECH helps students apply and develop the knowledge they have acquired, while improving their interpersonal skills in order to become leaders who make a difference.

*Improve your communication and leadership skills and enhance your career.*

08

### Be part of an exclusive community

Students will be part of a community of elite executives, large companies, renowned institutions, and qualified professors from the most prestigious universities in the world: the TECH Global University community.

*We give you the opportunity to train with a team of world renowned teachers.*

# 04 Objectives

This program is designed to strengthen management and leadership skills, as well as to develop new competencies and skills that will be essential in the student's professional development. After the program, you will be equipped to make global decisions with an innovative perspective and an international vision.



“

*One of our fundamental objectives is to help you develop the essential skills to strategically manage the logistic procedures of a business"*

Your goals are our goals.

We work together to help you achieve them.

This **Advanced Master's Degree in Senior HR Management** will enable the student to:

01

Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria

04

Develop strategies for making decisions in a complex and unstable environment

02

Develop the key leadership skills that should define working professionals

03

Follow the sustainability criteria set by international standards when developing a business plan

05

Create corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives





06

Develop the essential competencies to strategically manage the business activity

08

Understand the best way to manage the company's human resources, getting greater performance from employees that, in turn, increases the company's profits

09

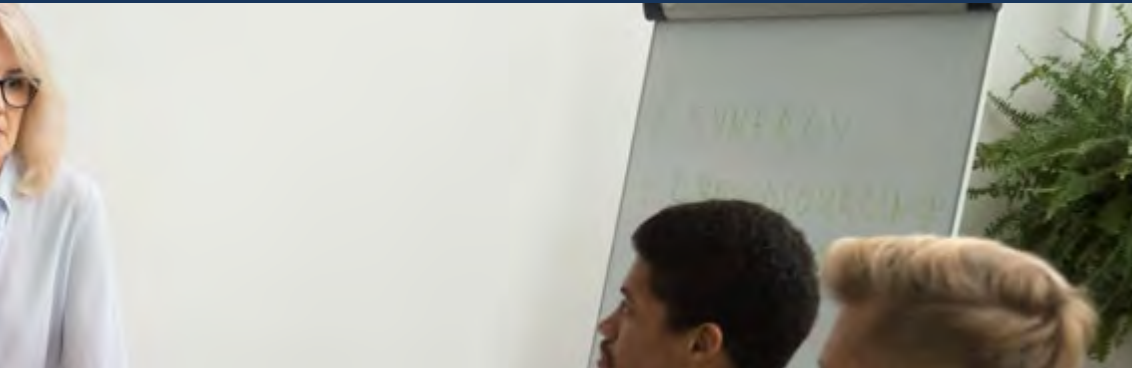
Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community

07

Design innovative strategies and policies to improve management and business efficiency

10

Understand the economic environment in which the company operates and develop appropriate strategies to anticipate changes



11

Be able to manage the company's economic and financial plan

14

Carry out the marketing strategy that allows us to make our product known to our potential clients and to generate a suitable image of our company

12

Understand the logistic operations that are necessary in the business environment, so as to manage them appropriately

13

Be able to apply information and communication technologies to the different areas within a company

15

Be able to develop all the phases of a business idea: design, feasibility plan, execution, monitoring



16

Create innovative strategies in line with our projects

18

Design the personnel selection and recruitment process

19

Analyze the decisions of the different areas through the corporate culture model, both nationally and internationally

17

Gain a comprehensive view of a company's human resources management

20

Establish a valuable social network with other participants, teachers, business leaders and coaches to explore the challenges of today's changing environment



21

Develop cutting-edge methodologies and techniques in people management and talent development within the organization, through a strategic and innovative vision that favors challenges such as digital transformation and its impact on culture, business and talent management

24

Practice appropriate internal communication techniques to maintain cohesion and correctly transmit strategic objectives

22

Develop and properly implement the main Human Resources policies: selection, training and compensation

23

Enhance the possibilities that technology allows through Human Resources 2.0

25

Gain in-depth knowledge of human resources management and administration processes: hiring, dismissals, staff restructuring, collective bargaining, incapacity for work



26

Understand the financial and accounting basis of personnel management

28

Be able to implement new work methodologies that are compatible with your business



29

Know how to manage personnel in the digital era, with the changes that this entails in the business organization

27

Know how to apply coaching techniques and positive psychology to motivate employees

30

Gain knowledge of the characteristics and components of organizational behavior and organizational culture

# 05 Skills

After passing the evaluations of the Advanced Master's Degree in Senior HR Management, the professional will have acquired the necessary skills for quality and up-to-date practice based on the most innovative teaching methodology.



A black and white photograph showing a hand pointing at a document. The document features a bar chart with three bars of increasing height. The background is a dark blue diagonal shape.

“

*Learn how to effectively manage the human capital of your company and achieve greater benefits for your business"*

01

Perform overall management of the company, applying leadership techniques that influence the performance of workers, in such a way that the company's objectives are achieved

02

Be part of and lead the company's corporate and competitive strategy

03

Resolve business conflicts and problems between workers

04

Correctly manage teams to improve productivity and, therefore, the company's profits

05

Exercise economic and financial control of a company





06

Control the company's logistics processes, as well as purchasing and procurement

08

Apply the most appropriate strategies to support e-commerce of the company's products

09

Develop and lead marketing plans

07

Delve into the new business models associated with information systems

10

Focus on innovation in all processes and areas of the company



11

Lead the different projects in a company

14

Understand the strategies for planning and managing HR projects, have the ability to design jobs and understand the process and need for HR audits

12

Commit to sustainably developing the company, avoiding environmental impacts

15

Develop knowledge related to finance, such as financial analysis, investment valuation and purchasing logistics, which will allow an integral vision of the organization to effectively establish the design and operation of the Human Resources area

13

Have the ability to plan and organize the management level of an organization according to its structure and design

16

Know and apply of coaching concepts and strategies at the executive level, understanding the neurobiological principles of this process and its possible impact on self-control, personal growth and increased efficiency

17

Apply talent management strategies, identifying and selecting models and how to apply them efficiently in a particular organization

20

Apply new forms of organization and new work methodologies adapted to digital business

18

Establish the appropriate methodology to have an effective communication within the organization, seeking the prevention of conflicts and solving and negotiating the existing ones in order to solve them quickly and effectively

21

Understand and be able to implement talent management in companies, adapting to diversity, in compliance with labor regulations and respect for human rights

19

Understand the importance of management in monitoring corporate social responsibility, taking into account the ethical component in labor, financial, environmental and social aspects

22

Understand the evolution of Human Resources from an integrated and strategic vision

06

# Structure and Content

This Advanced Master's Degree in Senior HR Management is a program designed to suit the student and is taught in a 100% online format so that they can choose the time and place that best suits their availability, schedule and interests. A program that takes place over 24 months and is intended to be a unique and stimulating experience that lays the foundation for your success as a manager and entrepreneur.



“

*A very well-structured program, which will allow you to efficiently self-manage your study time"*

## Syllabus

This Advanced Master's Degree in Senior HR Management of TECH Global University is an intensive program that prepares the professional to face challenges and business decisions both nationally and internationally. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

Throughout 3,000 hours of study, a multitude of practical cases will be analyzed through individual work, achieving a learning process that will be very useful for your daily practice. It is, therefore, an authentic immersion in real business situations.

This Advanced Master's Degree in Senior HR Management deals in depth with the main areas of the company, and is designed for managers to understand HR management from a strategic, international and innovative perspective.

A plan focused on professional improvement that prepares the professional to achieve excellence in the field of management and business management. A program that understands the needs of students and their company through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will provide them with the competencies to solve critical situations in a creative and efficient way.

This program takes place over 24 months and is divided into 17 modules:

<b>Module 1</b>	Leadership, Ethics, and CSR
<b>Module 2</b>	Strategic Management and Executive Management
<b>Module 3</b>	People and Talent Management
<b>Module 4</b>	Economic and Financial Management
<b>Module 5</b>	Operations and Logistics Management
<b>Module 6</b>	Information Systems Management
<b>Module 7</b>	Commercial Management, Marketing, and Corporate Communication
<b>Module 8</b>	Innovation and Project Management
<b>Module 9</b>	Strategic HR Management
<b>Module 10</b>	HR Management and Administration Process
<b>Module 11</b>	Organizational Behavior
<b>Module 12</b>	Economic Management and Administration
<b>Module 13</b>	Executive Coaching
<b>Module 14</b>	Talent Management
<b>Module 15</b>	Strategic Communication
<b>Module 16</b>	Ethics and Corporate Social Responsibility
<b>Module 17</b>	Human Resources Transformation and HR Analytics



### Where, When and How is it Taught?

TECH offers the possibility of studying this program completely online. During the 24 months of learning, the student will be able to access all the contents of this program at any time, which will allow the student to self-manage their study time.

*A unique, key, and decisive educational experience to boost your professional development and make the definitive leap*

**Module 1. Leadership, Ethics, and CSR**

**1.1. Globalization and Governance**

- 1.1.1. Globalization and Trends: Internationalization of Markets
- 1.1.2. Economic Environment and Corporate Governance
- 1.1.3. Accountability

**1.2. Leadership**

- 1.2.1. Intercultural Environment
- 1.2.2. Leadership and Business Management
- 1.2.3. Management Roles and Responsibilities

**1.3. Business Ethics**

- 1.3.1. Ethics and Integrity
- 1.3.2. Ethical Behavior in Companies
- 1.3.3. Deontology, Codes of Ethics and Codes of Conduct
- 1.3.4. Fraud and Corruption Prevention

**1.4. Sustainability**

- 1.4.1. Business and Sustainable Development
- 1.4.2. Social, Environmental, and Economic Impact
- 1.4.3. The 2030 Agenda and the SDGs

**1.5. Corporate Social Responsibility**

- 1.5.1. Corporate Social Responsibility
- 1.5.2. Roles and Responsibilities
- 1.5.3. Implementing Corporate Social Responsibility

**Module 2. Strategic Management and Executive Management**

**2.1. Organizational Analysis and Design**

- 2.1.1. Organizational Culture
- 2.1.2. Organizational analysis
- 2.1.3. Designing the Organizational Structure

**2.2. Corporate Strategy**

- 2.2.1. Corporate Level Strategy
- 2.2.2. Types of Corporate Level Strategies
- 2.2.3. Determining the Corporate Strategy
- 2.2.4. Corporate Strategy and Reputational Image

**2.3. Strategic Planning and Strategy Formulation**

- 2.3.1. Strategic Thinking
- 2.3.2. Strategic Planning and Formulation
- 2.3.3. Sustainability and Corporate Strategy

**2.4. Strategy Models and Patterns**

- 2.4.1. Wealth, Value, and Return on Investments
- 2.4.2. Methodologies Corporate Strategy
- 2.4.3. Growing and Consolidating the Corporate Strategy

**2.5. Strategic Management**

- 2.5.1. Strategic Mission, Vision, and Values
- 2.5.2. The Balanced Scorecard
- 2.5.3. Analyzing, Monitoring, and Evaluating the Corporate Strategy
- 2.5.4. Strategic Management and Reporting

**2.6. Implementing and Executing Strategy**

- 2.6.1. Implementation Strategy: Objectives, Actions and Impacts
- 2.6.2. Strategic Alignment and Supervision
- 2.6.3. Continuous Improvement Approach

**2.7. Executive Management**

- 2.7.1. Integrating Functional Strategies into the Global Business Strategies
- 2.7.2. Management Policy and Processes
- 2.7.3. Knowledge Management

**2.8. Analyzing and Solving Cases/ Problems**

- 2.8.1. Problem Solving Methodology
- 2.8.2. Case Method
- 2.8.3. Positioning and Decision Making



**Module 3. People and Talent Management**
**3.1. Organizational Behavior**

- 3.1.1. Organizational Theory
- 3.1.2. Key Factors for Change in Organizations
- 3.1.3. Corporate Strategies, Types, and Knowledge Management

**3.2. Strategic People Management**

- 3.2.1. Job Design, Recruitment, and Selection
- 3.2.2. Human Resources Strategic Plan: Design and Implementation
- 3.2.3. Job Analysis: Design and Selection of People
- 3.2.4. Training and Professional Development

**3.3. Management and Leadership Development**

- 3.3.1. Management Skills: 21st Century Competencies and Skills
- 3.3.2. Non-Managerial Skills
- 3.3.3. Map of Skills and Abilities
- 3.3.4. Leadership and People Management

**3.4. Change Management**

- 3.4.1. Performance Analysis
- 3.4.2. Strategic Approach
- 3.4.3. Change Management: Key Factors, Process Design and Management
- 3.4.4. Continuous Improvement Approach

**3.5. Negotiation and Conflict Management**

- 3.5.1. Negotiation Objectives Differentiating Elements
- 3.5.2. Effective Negotiation Techniques
- 3.5.3. Conflicts: Factors and Types
- 3.5.4. Efficient Conflict Management: Negotiation and Communication

**3.6. Executive Communication**

- 3.6.1. Performance Analysis
- 3.6.2. Leading Change. Resistance to Change
- 3.6.3. Managing Change Processes
- 3.6.4. Managing Multicultural Teams

**3.7. Team Management and People Performance**

- 3.7.1. Multicultural and Multidisciplinary Environment
- 3.7.2. Team and People Management
- 3.7.3. Coaching and People Performance
- 3.7.4. Management Meetings: Planning and Time Management

**3.8. Knowledge and Talent Management**

- 3.8.1. Identifying Knowledge and Talent in Organizations
- 3.8.2. Corporate Knowledge and Talent Management Models
- 3.8.3. Creativity and Innovation

**Module 4. Economic and Financial Management**
**4.1. Economic Environment**

- 4.1.1. Organizational Theory
- 4.1.2. Key Factors for Change in Organizations
- 4.1.3. Corporate Strategies, Typologies and Knowledge Management

**4.2. Executive Accounting**

- 4.2.1. International Accounting Framework
- 4.2.2. Introduction to the Accounting Cycle
- 4.2.3. Company Financial Statements
- 4.2.4. Analysis of Financial Statements: WDecision-Making

**4.3. Budget and Management Control**

- 4.3.1. Budgetary Planning
- 4.3.2. Management Control: Design and Objectives
- 4.3.3. Supervision and Reporting

**4.4. Corporate Tax Responsibility**

- 4.4.1. Corporate Tax Responsibility
- 4.4.2. Tax Procedure: A Case-Country Approach

**4.5. Corporate Control Systems**

- 4.5.1. Types of Control
- 4.5.2. Regulatory Compliance
- 4.5.3. Internal Auditing
- 4.5.4. External Auditing

**4.6. Financial Management**

- 4.6.1. Introduction to Financial Management
- 4.6.2. Financial Management and Strategy
- 4.6.3. Chief Financial Officer (CFO): Managerial Skills

**4.7. Financial Planning**

- 4.7.1. Business Models and Financing Needs
- 4.7.2. Financial Analysis Tools
- 4.7.3. Short-Term Financial Planning
- 4.7.4. Long-Term Financial Planning

**4.8. Corporate Financial Strategy**

- 4.8.1. Corporate Financial Investments
- 4.8.2. Strategic Growth: Types

**4.9. Macroeconomic Context**

- 4.9.1. Macroeconomic Analysis
- 4.9.2. Economic Indicators
- 4.9.3. Economic Cycle

**4.10. Strategic Financing**

- 4.10.1. Banking Business: Current Environment
- 4.10.2. Risk Analysis and Management

**4.11. Money and Capital Markets**

- 4.11.1. Fixed Income Market
- 4.11.2. Equity Market
- 4.11.3. Valuation of Companies

**4.12. Analyzing and Solving Cases/Problems**

- 4.12.1. Problem Solving Methodology
- 4.12.2. Case Method

**Module 5. Operations and Logistics Management**

**5.1. Operations Management**

- 5.1.1. Define the Operations Strategy
- 5.1.2. Supply Chain Planning and Control
- 5.1.3. Indicator Systems

**5.2. Purchasing Management**

- 5.2.1. Stock Management
- 5.2.2. Warehouse Management
- 5.2.3. Purchasing and Procurement Management

**5.3. Supply Chain Management (I)**

- 5.3.1. Costs and Efficiency of the Operations Chain
- 5.3.2. Change in Demand Patterns
- 5.3.3. Change in Operations Strategy

**5.4. Supply Chain Management (II). Implementation**

- 5.4.1. Lean Manufacturing/Lean Thinking
- 5.4.2. Logistics Management
- 5.4.3. Purchasing

**5.5. Logistical Processes**

- 5.5.1. Organization and Management by Processes
- 5.5.2. Procurement, Production, Distribution
- 5.5.3. Quality, Quality Costs, and Tools
- 5.5.4. After-Sales Service

**5.6. Logistics and Customers**

- 5.6.1. Demand Analysis and Forecasting
- 5.6.2. Sales Forecasting and Planning
- 5.6.3. Collaborative Planning, Forecasting, and Replacement

**5.7. International Logistics**

- 5.7.1. Customs, Export and Import processes
- 5.7.2. Methods and Means of International Payment
- 5.7.3. International Logistics Platforms

**5.8. Competing through Operations**

- 5.8.1. Innovation in Operations as a Competitive Advantage in the Company
- 5.8.2. Emerging Technologies and Sciences
- 5.8.3. Information Systems in Operations

**Module 6. Information Systems Management**

**6.1. Information Systems Management**

- 6.1.1. Business Information Systems
- 6.1.2. Strategic Decisions
- 6.1.3. The Role of the CIO

**6.2. Information Technology and Business Strategy**

- 6.2.1. Company and Industry Sector Analysis
- 6.2.2. Online Business Models
- 6.2.3. The Value of IT in a Company

**6.3. IS Strategic Planning**

- 6.3.1. The Process of Strategic Planning
- 6.3.2. Formulating the IS Strategy
- 6.3.3. Strategy Implementation Plan

**6.4. Information Systems and Business Intelligence**

- 6.4.1. CRM and Business Intelligence
- 6.4.2. Business Intelligence Project Management
- 6.4.3. Business Intelligence Architecture

**6.5. New ICT-Based Business Models**

- 6.5.1. Technology-Based Business Models
- 6.5.2. Innovation Abilities
- 6.5.3. Redesigning the Value Chain Processes

**6.6. E-Commerce**

- 6.6.1. E-Commerce Strategic Plan
- 6.6.2. Logistics Management and Customer Service in e-Commerce
- 6.6.3. E-Commerce as an Opportunity for Internationalization

**6.7. E-Commerce Strategies**

- 6.7.1. Social Media Strategies
- 6.7.2. Optimizing Service Channels and Customer Support
- 6.7.3. Digital Regulation

**6.8. Digital Business**

- 6.8.1. Mobile e-Commerce
- 6.8.2. Design and Usability
- 6.8.3. ECommerce Operations

**Module 7. Commercial Management, Marketing, and Corporate Communication****7.1. Commercial Management**

- 7.1.1. Sales Management
- 7.1.2. Commercial Strategy
- 7.1.3. Sales and Negotiation Techniques
- 7.1.4. Management of Sales Teams

**7.2. Marketing**

- 7.2.1. Marketing and the Impact on the Company
- 7.2.2. Basic Marketing Variables
- 7.2.3. Marketing Plan

**7.3. Strategic Marketing Management**

- 7.3.1. Sources of Innovation
- 7.3.2. Current Trends in Marketing
- 7.3.3. Marketing Tools
- 7.3.4. Marketing Strategy and Communication with Customers

**7.4. Digital Marketing Strategy**

- 7.4.1. Approach to Digital Marketing
- 7.4.2. Digital Marketing Tools
- 7.4.3. Inbound Marketing and the Evolution of Digital Marketing

**7.5. Sales and Communication Strategy**

- 7.5.1. Positioning and Promotion
- 7.5.2. Public Relations
- 7.5.3. Sales and Communication Strategy

**7.6. Corporate Communication**

- 7.6.1. Internal and External Communication
- 7.6.2. Communication Departments
- 7.6.3. Communication Managers: Managerial Skills and Responsibilities

**7.7. Corporate Communication Strategy**

- 7.7.1. Corporate Communication Strategy
- 7.7.2. Communication Plan
- 7.7.3. Press Release/Clipping/Publicity Writing

**Module 8. Innovation and Project Management****8.1. Innovation**

- 8.1.1. Macro Concept of Innovation
- 8.1.2. Types of Innovation
- 8.1.3. Continuous and Discontinuous Innovation
- 8.1.4. Training and Innovation

**8.2. Innovation Strategy**

- 8.2.1. Innovation and Corporate Strategy
- 8.2.2. Global Innovation Project: Design and Management
- 8.2.3. Innovation Workshops

**8.3. Business Model Design and Validation**

- 8.3.1. The Lean Startup Methodology
- 8.3.2. Innovative Business Initiative: Stages
- 8.3.3. Financing Arrangements
- 8.3.4. Model Tools: Empathy Map, Canvas Model, and Metrics
- 8.3.5. Growth and Loyalty

**8.4. Project Management**

- 8.4.1. Innovation Opportunities
- 8.4.2. Feasibility Study and Proposal Specification
- 8.4.3. Project Definition and Design
- 8.4.4. Project Implementation
- 8.4.5. Project Closure

**Module 9. Strategic HR Management**

**9.1. HR Evolution An Integrated Vision**

- 9.1.1. Big Data and Business Intelligence (BI)
- 9.1.2. HR Data Analysis and Modeling
- 9.1.3. HR Metrics Design and Development

**9.2. Strategic Thinking and System**

- 9.2.1. The Company as a System
- 9.2.2. Strategic Thinking Derived from Corporate Culture
- 9.2.3. The Strategic Approach from People Management

**9.3. Planning and Management of HR Department Projects**

- 9.3.1. Keys to the Design and Implementation of a Balanced Scorecard
- 9.3.2. Workforce Sizing and Planning
- 9.3.3. Operations Support: Personnel Policies

**9.4. Strategic Organizational Design**

- 9.4.1. Business Partner Model
- 9.4.2. Share Services
- 9.4.3. Outsourcing

**9.5. Job Design, Recruitment, and Selection**

- 9.5.1. Training and Career Development
- 9.5.2. The Strategic Approach from People Management
- 9.5.3. Design and Implementation of Personnel and Practices

**9.6. Strategic Leadership**

- 9.6.1. Leadership models
- 9.6.2. Coaching
- 9.6.3. Mentoring
- 9.6.4. Transformational Leadership

**9.7. Auditing and Control of Human Resources Management**

- 9.7.1. Reasons for the Audit of Human Resources Management
- 9.7.2. Data Collection and Analysis Tools
- 9.7.3. The audit Report

**Module 10. HR Management and Administration Process**

**10.1. Labor Recruitment**

**10.2. Labor Intermediation**

**10.3. Labor Relations and Information Technology**

**10.4. Layoffs and Restructuring of the Workforce**

**10.5. Collective Bargaining**

**10.6. Occupational Disability and Health**

**10.7. Occupational Health and Quality**

**Module 11. Organizational Behavior**

**11.1. Organizational Culture**

- 11.1.1. Values and Organizational Culture
- 11.1.2. Key Elements of Change in Organizations
- 11.1.3. Evolution of Scientific Thought and the Organization as a System
- 11.1.4. Culture and Transformation

**11.2. Organizational Structure**

- 11.2.1. Main Coordination Mechanisms
- 11.2.2. Departments and Organizational Charts
- 11.2.3. Authority and Responsibility
- 11.3.4. Empowerment

**11.3. Organization Management**

- 11.3.1. Levels and Managerial Qualities
- 11.3.2. Planning and Organizational Function
- 11.3.3. Management and Control Function
- 11.3.4. The New Role of the HR Manager

**11.4. Behavior and Organizational Changes**

- 11.4.1. The Organizations
- 11.4.2. Organizational Theory
- 11.4.3. Organizations, People and Society
- 11.4.4. Historical Evolution of Organizational Behavior

**11.5. Power and Politics**

- 11.5.1. Power within Organizations
- 11.5.2. Structural Power Sources
- 11.5.3. Political Tactics

**11.6. HR Department Organization**

- 11.6.1. The Environment
- 11.6.2. The strategy
- 11.6.3. Technology
- 11.6.4. Human Resources

**11.7. People in Organizations**

- 11.7.1. Quality of Working Life and Psychological Well-Being
- 11.7.2. Work Teams and Meeting Management
- 11.7.3. *Coaching* and Team Management

**11.8. Knowledge Management**

- 11.8.1. Collective Intelligence vs. Knowledge Management
- 11.8.2. Perspectives and Tools for Knowledge Management
- 11.8.3. Collaborative Environments and Learning Communities

**Module 12. Economic Management and Administration**

**12.1. Financial and Accounting Basis for HR Management**

**12.2. Financial Diagnosis**

- 12.2.1. Indicators for Analyzing Financial Statements
- 12.2.2. Profitability Analysis
- 12.2.3. Economic and Financial Profitability of a Company

**12.3. Analysis of the Income Statement Profit and Loss**

- 12.3.1. Budget Control
- 12.3.2. Competitive Analysis. Comparative Analysis
- 12.3.3. Decision-Making. Business Investment or Divestment

**12.4. Compensation Policy Management**

**12.5. Compensation and Non-Economic Benefits**

**Module 13. Executive Coaching**

**13.1. Neuromanagement**

- 13.1.1. Evolution, Brain Function, Survival, Values and Rewards
- 13.1.2. Self-Awareness and Sense of Pleasure
- 13.1.3. Neurobiological Bases of Emotions, Empathy and Social Behaviors
- 13.1.4. Cultures and Values. Morality, Values and Executive Function

**13.2. Self-Control and Self-Efficacy**

- 13.2.1. Mindfulness and Homeostasis
- 13.2.2. Personal Style of Relationship and Organizational Style
- 13.2.3. Relational Efficiency Map

**13.3. Coaching**

- 13.3.1. Use of Coaching for People Development
- 13.3.2. Coaching Models and Scope
- 13.3.3. Action and Limits of Executive Coaching

**13.4. Positive Psychology**

- 13.4.1. Stakeholder Management and Dialogue
- 13.4.2. Indagación Apiciativa
- 13.4.3. Select, Evaluate and Provide Feedback

**13.5. Management and Emotional Intelligence**

**13.6. Empathy and Collaboration**

- 13.6.1. How Does Compatibility between People Affect Productivity?
- 13.6.2. Rigidity and Teamwork
- 13.6.3. Effectiveness of the Work in the Stages of Team Development

**13.7. Time Management**

**Module 14. Talent Management**

**14.1. Job Analysis**

**14.2. Selection, Group Dynamics and HR Recruitment**

**14.3. Human Resources Management by Competencies**

**14.4. Performance Evaluation and Compliance Management**

- 14.3.1. Analysis of the Potential
- 14.3.2. Remuneration Policy
- 14.3.3. Career/Succession Planning

**14.5. Training Management**

- 14.5.1. Learning Theories
- 14.5.2. Talent Detection and Retention
- 14.5.3. Gamification and Talent Management
- 14.5.4. Training and Professional Obsolescence

**14.6. Talent Management**

- 14.6.1. Keys to Positive Management
- 14.6.2. Talent Map of the Organization
- 14.6.3. Cost and Added Value

**14.7. Innovation in Talent and People Management**

- 14.7.1. Strategic Talent Management Models
- 14.7.3. Identification, Training and Development of Talent
- 14.7.3. Loyalty and Retention
- 14.7.4. Proactivity and Innovation

**14.8. Motivation**

- 14.8.1. The Nature of Motivation
- 14.8.2. Expectations Theory
- 14.8.3. Needs Theory
- 14.8.4. Motivation and Financial Compensation

**14.9. Employer Branding**

**14.10. Development of High Performance Teams**

- 14.10.1. Personal Drivers and Motivation for Successful Work
- 14.10.2. Building a High-Performance Team
- 14.10.3. People and Business Change and Development Projects
- 14.10.4. Financial Keys for HR: Business and People

**Module 15. Strategic Communication**

**15.1. Communication in Organizations**

- 15.1.1. The Information Technology Revolution
- 15.1.2. Types of Information Systems for Management
- 15.1.3. Informal Organization

**15.2. Internal Communication and Communication Plan**

- 15.2.1. HR Marketing and Communication
- 15.2.2. Programming, Execution and Evaluation of the Plan
- 15.2.3. Barriers to Business Communication

**15.3. Interpersonal Communication**

- 15.3.1. Body Language
- 15.3.2. Assertive Communication
- 15.3.3. Interviews

**15.4. Open Communication**

- 15.4.1. Openness and Problem Solving
- 15.4.2. Detection of Unsupportive Behavior
- 15.4.3. Active Listening

**15.5. Negotiation**

- 15.5.1. Intercultural Negotiation
- 15.5.2. Negotiation Approaches
- 15.5.3. Effective Negotiation Techniques
- 15.5.4. Restructuring

**Module 16. Ethics and Corporate Social Responsibility**

**16.1. The Managerial Role and CSR**

- 16.1.1. Strategic Vision and Corporate Social Responsibility
- 16.1.2. Systems and Models for Implementing CSR
- 16.1.3. Organization of CSR Roles and Responsibilities

**16.2. Corporate Responsibility**

- 16.2.1. Value Creation in an Economy of Intangibles
- 16.2.2. CSR: Corporate Commitment. Social, Environmental, and Economic Impact

**Module 17. Human Resources Transformation and HR Analytics**

**17.1. New Forms of Organization and New Work Methodologies**

**17.2. Digital Skills and Professional Brand**

**17.3. HR and Data Analysis**

**17.4. Managing People in the Digital Age**

- 17.4.1. Impact of IT on Intellectual Capital
- 17.4.2. Reputation in Social Networks and Personal Branding
- 17.4.3. Recruitment and Human Resources 2.0

07

# Methodology

This academic program offers students a different way of learning. Our methodology uses a cyclical learning approach: **Relearning**.

This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.







“

*Discover Relearning, a system that abandons conventional linear learning, to take you through cyclical teaching systems: a way of learning that has proven to be extremely effective, especially in subjects that require memorization"*

## TECH Business School uses the Case Study to contextualize all content

Our program offers a revolutionary approach to developing skills and knowledge. Our goal is to strengthen skills in a changing, competitive, and highly demanding environment.

“*At TECH, you will experience a learning methodology that is shaking the foundations of traditional universities around the world*”



*This program prepares you to face business challenges in uncertain environments and achieve business success.*



*Our program prepares you to face new challenges in uncertain environments and achieve success in your career.*

### A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch to present executives with challenges and business decisions at the highest level, whether at the national or international level. This methodology promotes personal and professional growth, representing a significant step towards success. The case method, a technique that lays the foundation for this content, ensures that the most current economic, social and business reality is taken into account.

“

*You will learn, through collaborative activities and real cases, how to solve complex situations in real business environments”*

The case method has been the most widely used learning system among the world's leading business schools for as long as they have existed. The case method was developed in 1912 so that law students would not only learn the law based on theoretical content. It consisted of presenting students with real-life, complex situations for them to make informed decisions and value judgments on how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

What should a professional do in a given situation? This is the question we face in the case method, an action-oriented learning method. Throughout the program, the studies will be presented with multiple real cases. They must integrate all their knowledge, research, argue and defend their ideas and decisions.

## Relearning Methodology

TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

We enhance the Case Study with the best 100% online teaching method: Relearning.

*Our online system will allow you to organize your time and learning pace, adapting it to your schedule. You will be able to access the contents from any device with an internet connection.*

At TECH you will learn using a cutting-edge methodology designed to train the executives of the future. This method, at the forefront of international teaching, is called Relearning.

Our online business school is the only one in the world licensed to incorporate this successful method. In 2019, we managed to improve our students' overall satisfaction levels (teaching quality, quality of materials, course structure, objectives...) based on the best online university indicators.



In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically.

With this methodology we have trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, markets, and financial instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years.

*Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.*

From the latest scientific evidence in the field of neuroscience, not only do we know how to organize information, ideas, images and memories, but we know that the place and context where we have learned something is fundamental for us to be able to remember it and store it in the hippocampus, to retain it in our long-term memory.

In this way, and in what is called neurocognitive context-dependent e-learning, the different elements in our program are connected to the context where the individual carries out their professional activity.



This program offers the best educational material, prepared with professionals in mind:



### Study Material

All teaching material is produced by the specialists who teach the course, specifically for the course, so that the teaching content is highly specific and precise.

These contents are then applied to the audiovisual format, to create the TECH online working method. All this, with the latest techniques that offer high quality pieces in each and every one of the materials that are made available to the student.



### Classes

There is scientific evidence suggesting that observing third-party experts can be useful.

Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.



### Management Skills Exercises

They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.



### Additional Reading

Recent articles, consensus documents and international guidelines, among others. In TECH's virtual library, students will have access to everything they need to complete their course.





### Case Studies

Students will complete a selection of the best case studies chosen specifically for this program. Cases that are presented, analyzed, and supervised by the best senior management specialists in the world.



### Interactive Summaries

The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



### Testing & Retesting

We periodically evaluate and re-evaluate students' knowledge throughout the program, through assessment and self-assessment activities and exercises, so that they can see how they are achieving their goals.



08

# Our Students' Profiles

Our Advanced Master's Degree in Senior HR Management is a program aimed at experienced professionals who want to update their knowledge and advance in their professional career. This program uses a multidisciplinary approach as the students have a diverse set of academic profiles and represent multiple nationalities.







“

*If you have experience in human resources management, and are looking for an interesting career boost while continuing to work, this is the program for you"*

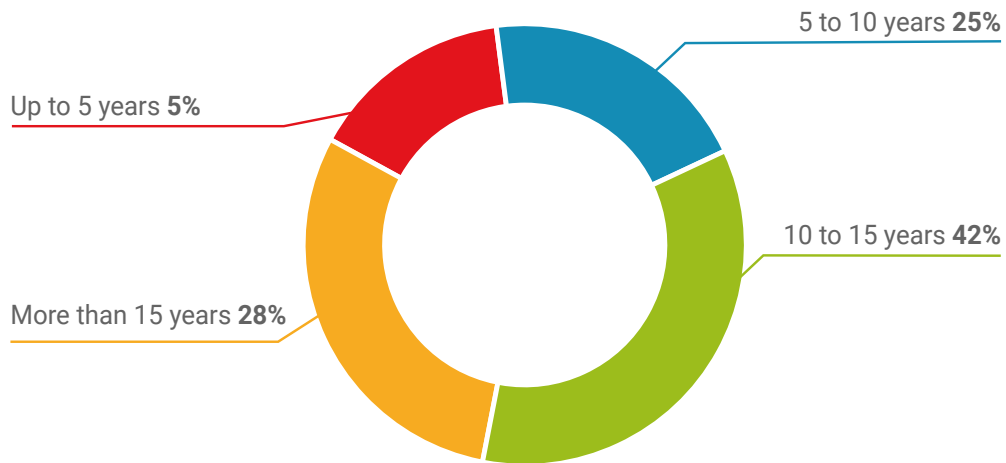
### Average Age

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Between **35** and **45** years old

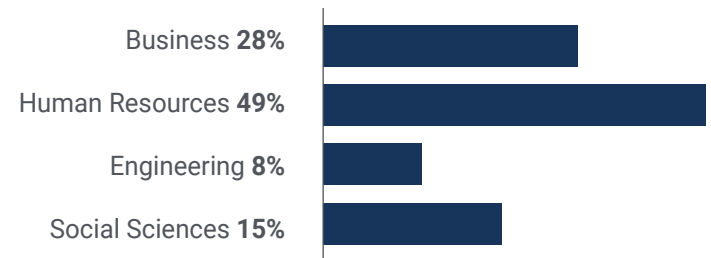
### Years of Experience

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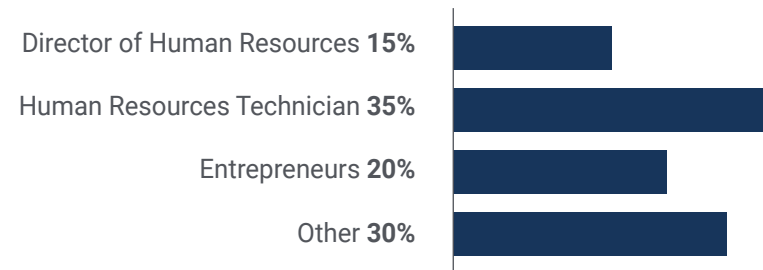
### Training

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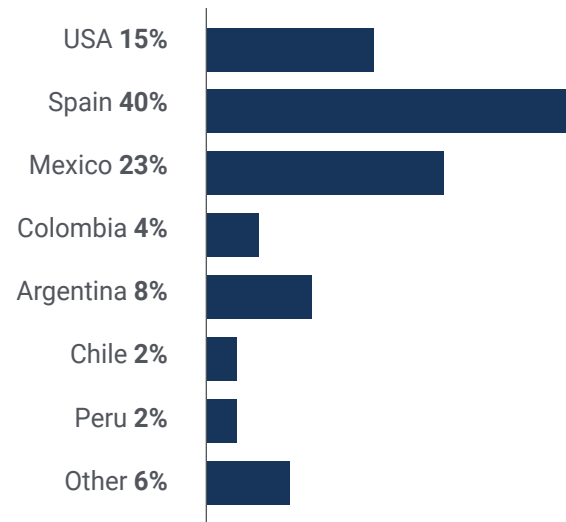
### Academic Profile

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## Geographical Distribution

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## Mr. Javier Salcedo

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Human Resources Director of a multinational company

*"Thanks to this TECH program I have been able to improve my knowledge and become more effective in my daily practice. The quality of the contents and its 100% online format have made the experience even more enriching, achieving a continuous and effective learning that I have been able to transfer to my work practice"*

09

# Course Management

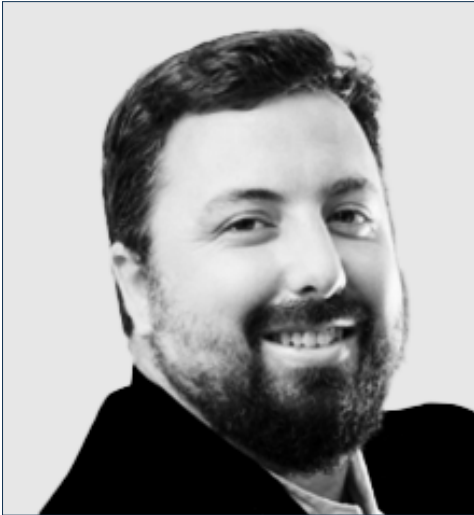
The highest levels of management in Human Resources require professionals who are not only highly trained, but also have the necessary practical skills to perform their work with agility and efficiency. These keys can only be provided by experts with an extensive career, which is precisely why the management of this Advanced Master's Degree has been entrusted to a teaching staff with multidisciplinary experience in management at the highest level. This is an excellent opportunity to access educational material that contains the keys to becoming a true leader in the Human Resources sector.



“

*Define your brightest and most successful professional future accompanied by a teaching staff of the highest prestige, 100% committed to your ascent to the top of the field in Senior HR Management"*

## Management



### Mr. Ledesma Carrillo, Carlos Atxoña

- ◆ Responsible for the International / Legal Area at Transporte Interurbanos de Tenerife SAU
- ◆ Legal manager at Avalon Biz Consulting
- ◆ GDPR trainer at ESFOCC Canary Islands Superior School of Training and Qualification
- ◆ Legal Advisor in Interurban Transports of Tenerife SAU
- ◆ Law Degree from La Laguna University
- ◆ Postgraduate Diploma in Labor Management from the European School of Management and Business, Madrid
- ◆ Diploma in Corporate Knowledge Management from Rey Juan Carlos I University
- ◆ MBA in Business Administration and Management from the European University of the Canary Islands

## Professors

### Ms. González, Mónica

- ◆ Financial Director of the Cajasiete Bank in Tenerife, Canary Islands
- ◆ Co-founder of the Stock Market Investment Club of the Business School
- ◆ Degree in Business Administration from Las Palmas de Gran Canaria University
- ◆ Diploma in Business Studies from Las Palmas de Gran Canaria University
- ◆ Master's Degree in Taxation and Tax Consultancy from the Financial Studies Center in collaboration with the Spanish Association of Tax Advisors
- ◆ Executive Master's Degree in Financial Management and Advanced Finance from the Superior School of Banking Techniques and Practices
- ◆ Postgraduate Diploma in Financial Planning and Management Control in Banking from Analyst Financial Analysts International (AFI)
- ◆ Management Development Expert in Portfolio Management for International Financial Analysts



10

# Impact on Your Career

We are aware that studying a program like this entails great economic, professional and, of course, personal investment. The ultimate goal of this great effort should be to achieve professional growth.

For this reason, TECH puts all its efforts and tools at the student's disposal, so that they can acquire the necessary skills and abilities that will allow them to achieve this change.





“

*At TECH we direct all our efforts to help you achieve the professional change you deserve”*

### Are you ready to take the leap? Excellent professional development awaits you

This Advanced Master's Degree in Senior HR Management of TECH Global University is an intensive program that prepares the student to face challenges and business decisions both nationally and internationally. The main objective is to promote their personal and professional growth, helping them achieve success.

If you want to improve yourself, make a positive change at a professional level, and network with the best, then this is the place for you.

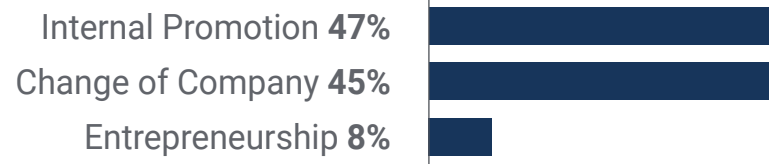
*Don't miss the opportunity to specialize in this high-level program, which will be very useful for your work practice.*

*If you want to make a positive change in your profession, this Advanced Master's Degree in Senior HR Management will help you achieve it.*

#### When the change occurs



#### Type of change



## Salary increase

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This program represents a salary increase of more than **25.22%** for our students.



11

# Benefits for Your Company

This Advanced Master's Degree in Senior HR Management contributes to elevating the organization's talent to its maximum potential through the specialization of high-level leaders. Therefore, participating in this academic program will not only improve you on a personal level, but above all, on a professional level, enhancing your knowledge and improving your managerial skills.

Additionally, joining TECH's educational community is a unique opportunity to access a powerful network of contacts in which to find future professional partners, clients, or suppliers.





“

*After completing this Advanced Master's Degree you will bring a new business vision to the company"*

Developing and retaining talent in companies is the best long-term investment.

01

### Intellectual Capital and Talent Growth

The student will introduce the company to new concepts, strategies, and perspectives that can bring about significant changes in the organization.

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02

### Retaining High-Potential Executives to Avoid Talent Drain

This program strengthens the link between the company and the executive and opens new avenues for professional growth within the company.

03

### Building Agents of Change

The student will be able to make decisions in times of uncertainty and crisis, helping the organization overcome obstacles

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04

### Increased International Expansion Possibilities

Thanks to this program, the company will come into contact with the main markets in the world economy



05

### **Project Development**

The student will work on a current project or develop new projects in the field of R&D or Business Development within their company

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06

### **Increased Competitiveness**

This program will equip our students with the necessary skills to take on new challenges and thereby drive the organization forward

# 12 Certificate

This Advanced Master's Degree in Senior HR Management guarantees students, in addition to the most rigorous and up-to-date education, access to an Advanced Master's Degree's issued by TECH Global University.





“

*Successfully complete this program and receive your university qualification without travel or laborious paperwork"*

This program will allow you to obtain your **Advanced Master's Degree diploma in Senior HR Management** endorsed by **TECH Global University**, the world's largest online university.

**TECH Global University** is an official European University publicly recognized by the Government of Andorra ([official bulletin](#)). Andorra is part of the European Higher Education Area (EHEA) since 2003. The EHEA is an initiative promoted by the European Union that aims to organize the international training framework and harmonize the higher education systems of the member countries of this space. The project promotes common values, the implementation of collaborative tools and strengthening its quality assurance mechanisms to enhance collaboration and mobility among students, researchers and academics.

This **TECH Global University** title is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Advanced Master's Degree in Senior HR Management**

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**



\*Apostille Convention. In the event that the student wishes to have their paper diploma issued with an apostille, TECH Global University will make the necessary arrangements to obtain it, at an additional cost.



## Advanced Master's Degree Senior HR Management

- » Modality: **online**
- » Duration: **2 years**
- » Certificate: **TECH Global University**
- » Credits: **120 ECTS**
- » Schedule: **at your own pace**
- » Exams: **online**

# Advanced Master's Degree Senior HR Management

