

Advanced Master's Degree
Senior Human Resources Management,
Expert in Labor Relations



Advanced Master's Degree Senior Human Resources Management, Expert in Labor Relations

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

Website: www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-human-resources-management-expert-labor-relations

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01

Introduction to the Program

Human talent management has become an essential pillar for organizations seeking to maintain their competitiveness in globalized and highly technological markets. In this context, Senior Human Resources Management plays a crucial role in the formulation and implementation of strategies that attract, develop and retain the talent necessary to achieve corporate objectives. On the other hand, the Expert in Labor Relations plays an indispensable role in the construction of positive labor relations, mediating conflicts. In view of this, professionals need to master the most modern techniques in order to significantly boost organizational performance. For this reason, TECH has developed an innovative online university program focused on Senior Management of Human Resources and Expert in Labor Relations.





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Thanks to this 100% online Advanced Master's Degree, you will be able to implement comprehensive Human Resources strategies that align talent management with the strategic objectives of the organizations"

Organizations today face an increasingly changing work environment, where effective management of labor relations is crucial to keep companies running smoothly. In view of this, Senior Human Resources Management is essential to mediate conflicts, manage collective bargaining and ensure regulatory compliance. Therefore, experts have the responsibility of improving relations between the different actors in the organization, fostering a positive work environment and contributing to the strategic success of the company.

In this context, TECH has created a pioneering Advanced Master's Degree in Senior Human Resources Management, Expert in Labor Relations. Designed by experts in the field, the academic itinerary will delve into aspects ranging from strategic communication or the digital transformation of departments to performance management and remuneration policy. In this way, students will develop the skills necessary to lead and effectively manage labor relations within organizations, implementing strategies that optimize talent performance and ensure compliance with labor regulations.

On the other hand, TECH has created a 100% online academic environment. In this way, experts will be able to individually manage their schedules and assessment timetables. Likewise, the groundbreaking Relearning method is implemented, based on the repetition of key concepts to optimally consolidate knowledge. Thanks to this, professionals will enjoy a dynamic and enjoyable immersive experience.

This **Advanced Master's Degree in Senior Human Resources Management, Expert in Labor Relations** contains the most complete and up-to-date educational program on the market. Its most notable features are:

- ♦ The development of case studies presented by experts in Senior Human Resources Management, Expert in Labor Relations
- ♦ The graphic, schematic, and practical contents with which they are created, provide scientific and practical information on the disciplines that are essential for professional practice
- ♦ Practical exercises where self-assessment can be used to improve learning
- ♦ Special emphasis on innovative methodologies in Senior Human Resources Management, Expert in Labor Relations
- ♦ Theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ♦ Content that is accessible from any fixed or portable device with an Internet connection



You will receive comprehensive knowledge about the legal framework of labor, including workers' rights and social security"

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You will effectively manage labor relations between employees and management, mediating in labor disputes”

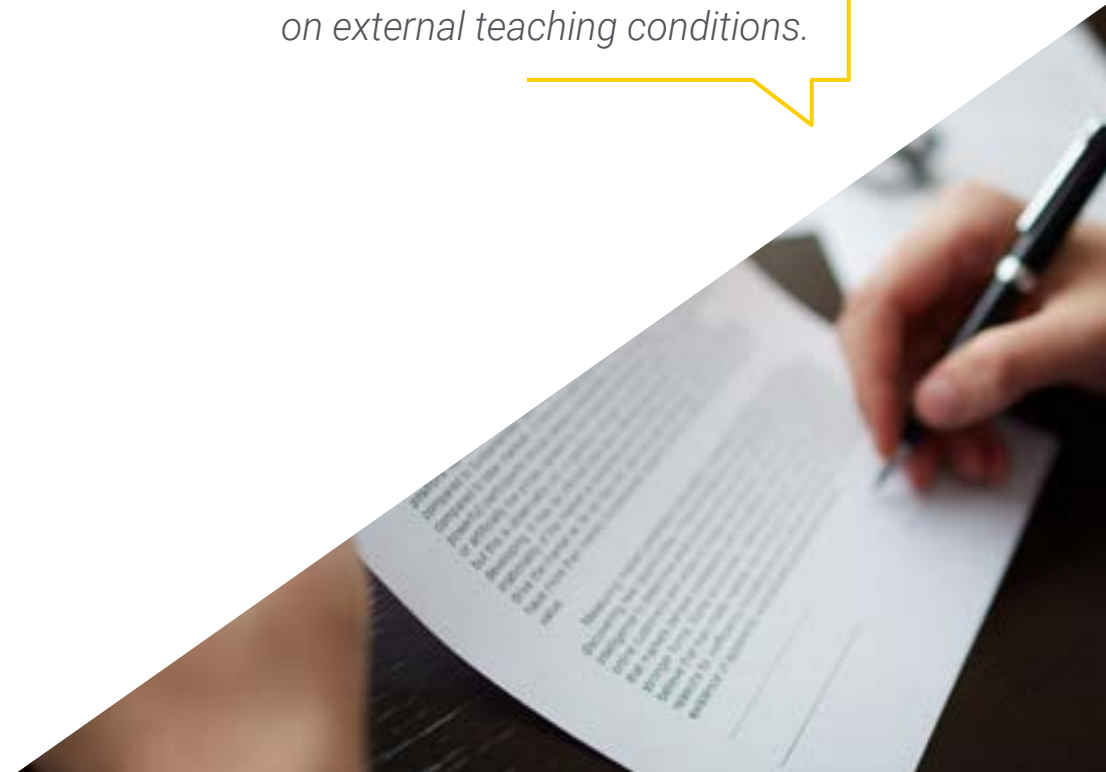
The teaching staff includes professionals from the field of Senior Human Resources Management, Expert in Labor Relations who brings their work experience to this program, as well as renowned specialists from leading companies and prestigious universities.

The multimedia content, developed with the latest educational technology, will provide the professional with situated and contextual learning, i.e., a simulated environment that will provide an immersive learning experience designed to prepare for real-life situations.

This program is designed around Problem-Based Learning, whereby the student must try to solve the different professional practice situations that arise throughout the program. For this purpose, the professional will be assisted by an innovative interactive video system created by renowned and experienced experts.

This program gives you the opportunity to update your knowledge in a real-life scenario, with the maximum scientific rigor of an institution at the forefront of technology.

The characteristic Relearning system of this university program will allow you to learn at your own pace without depending on external teaching conditions.



02

Why Study at TECH?

TECH is the world's largest online university. With an impressive catalog of more than 14,000 university programs available in 11 languages, it is positioned as a leader in employability, with a 99% job placement rate. In addition, it relies on an enormous faculty of more than 6,000 professors of the highest international renown.



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Study at the world's largest online university and guarantee your professional success. The future starts at TECH”

The world's best online university, according to FORBES

The prestigious Forbes magazine, specialized in business and finance, has highlighted TECH as "the best online university in the world" This is what they have recently stated in an article in their digital edition in which they echo the success story of this institution, "thanks to the academic offer it provides, the selection of its teaching staff, and an innovative learning method oriented to form the professionals of the future".

Forbes

The best online university in the world

The most complete **syllabus**

The most complete syllabuses on the university scene

TECH offers the most complete syllabuses on the university scene, with programs that cover fundamental concepts and, at the same time, the main scientific advances in their specific scientific areas. In addition, these programs are continuously updated to guarantee students the academic vanguard and the most demanded professional skills. and the most in-demand professional competencies. In this way, the university's qualifications provide its graduates with a significant advantage to propel their careers to success.

The best top international faculty

TECH's faculty is made up of more than 6,000 professors of the highest international prestige. Professors, researchers and top executives of multinational companies, including Isaiah Covington, performance coach of the Boston Celtics; Magda Romanska, principal investigator at Harvard MetaLAB; Ignacio Wistumba, chairman of the department of translational molecular pathology at MD Anderson Cancer Center; and D.W. Pine, creative director of TIME magazine, among others.

TOP
international faculty

The most effective methodology

A unique learning method

TECH is the first university to use Relearning in all its programs. This is the best online learning methodology, accredited with international teaching quality certifications, provided by prestigious educational agencies. In addition, this innovative academic model is complemented by the "Case Method", thereby configuring a unique online teaching strategy. Innovative teaching resources are also implemented, including detailed videos, infographics and interactive summaries.

The world's largest online university

TECH is the world's largest online university. We are the largest educational institution, with the best and widest digital educational catalog, one hundred percent online and covering most areas of knowledge. We offer the largest selection of our own degrees and accredited online undergraduate and postgraduate degrees. In total, more than 14,000 university programs, in ten different languages, making us the largest educational institution in the world.

World's No.1
The World's largest online university

The official online university of the NBA

TECH is the official online university of the NBA. Thanks to our agreement with the biggest league in basketball, we offer our students exclusive university programs, as well as a wide variety of educational resources focused on the business of the league and other areas of the sports industry. Each program is made up of a uniquely designed syllabus and features exceptional guest hosts: professionals with a distinguished sports background who will offer their expertise on the most relevant topics.

Leaders in employability

TECH has become the leading university in employability. Ninety-nine percent of its students obtain jobs in the academic field they have studied within one year of completing any of the university's programs. A similar number achieve immediate career enhancement. All this thanks to a study methodology that bases its effectiveness on the acquisition of practical skills, which are absolutely necessary for professional development.



Google Premier Partner

The American technology giant has awarded TECH the Google Premier Partner badge. This award, which is only available to 3% of the world's companies, highlights the efficient, flexible and tailored experience that this university provides to students. The recognition not only accredits the maximum rigor, performance and investment in TECH's digital infrastructures, but also places this university as one of the world's leading technology companies.



The top-rated university by its students

Students have positioned TECH as the world's top-rated university on the main review websites, with a highest rating of 4.9 out of 5, obtained from more than 1,000 reviews. These results consolidate TECH as the benchmark university institution at an international level, reflecting the excellence and positive impact of its educational model.



03 Syllabus

This Advanced Master's Degree will provide specialists with a solid knowledge of Senior Human Resources Management and Expert in Labor Relations. The academic itinerary will delve into subjects ranging from the particularities of management or strategic communication to the implementation of state-of-the-art technological tools to optimize operational processes. In this way, graduates will acquire leadership skills that will enable them to successfully manage the Human Resources department of any organization.



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You will adapt quickly to the changing conditions of the labor market and organizational needs, effectively managing change processes”

Module 1. Leadership, Ethics and Social Responsibility in Companies

- 1.1. Globalization and Governance
 - 1.1.1. Governance and Corporate Governance
 - 1.1.2. The Fundamentals of Corporate Governance in Companies
 - 1.1.3. The Role of the Board of Directors in the Corporate Governance Framework
- 1.2. Leadership
 - 1.2.1. Leadership. A Conceptual Approach
 - 1.2.2. Leadership in Companies
 - 1.2.3. The Importance of Leaders in Business Management
- 1.3. *Cross-Cultural Management*
 - 1.3.1. Cross-Cultural Management Concept
 - 1.3.2. Contributions to Knowledge of National Cultures
 - 1.3.3. Diversity Management
- 1.4. Management and Leadership Development
 - 1.4.1. Concept of Management Development
 - 1.4.2. Concept of Leadership
 - 1.4.3. Leadership Theories
 - 1.4.4. Leadership Styles
 - 1.4.5. Intelligence in Leadership
 - 1.4.6. The Challenges of Today's Leader
- 1.5. Business Ethics
 - 1.5.1. Ethics and Morals
 - 1.5.2. Business Ethics
 - 1.5.3. Leadership and Ethics in Companies
- 1.6. Sustainability
 - 1.6.1. Sustainability and Sustainable Development
 - 1.6.2. The 2030 Agenda
 - 1.6.3. Sustainable Companies
- 1.7. Corporate Social Responsibility
 - 1.7.1. International Dimensions of Corporate Social Responsibility
 - 1.7.2. Implementing Corporate Social Responsibility
 - 1.7.3. The Impact and Measurement of Corporate Social Responsibility



- 1.8. Responsible Management Systems and Tools
 - 1.8.1. CSR: The Corporate Social Responsibility
 - 1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
 - 1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
 - 1.8.4. CSR Tools and Standards
- 1.9. Multinationals and Human Rights
 - 1.9.1. Globalization, Multinational Companies and Human Rights
 - 1.9.2. Multinational Corporations and International Law
 - 1.9.3. Legal Instruments for Multinationals in the Area of Human Rights
- 1.10. Legal Environment and Corporate Governance
 - 1.10.1. International Rules on Importation and Exportation
 - 1.10.2. Intellectual and Industrial Property
 - 1.10.3. International Labor Law

Module 2. Strategic Direction and Executive Management

- 2.1. Organizational Analysis and Design
 - 2.1.1. Conceptual Framework
 - 2.1.2. Key Elements in Organizational Design
 - 2.1.3. Basic Organizational Models
 - 2.1.4. Organizational Design: Typology
- 2.2. Corporate Strategy
 - 2.2.1. Competitive Corporate Strategy
 - 2.2.2. Growth Strategies: Typology
 - 2.2.3. Conceptual Framework
- 2.3. Strategic Planning and Strategy Formulation
 - 2.3.1. Conceptual Framework
 - 2.3.2. Elements of Strategic Planning
 - 2.3.3. Strategy Formulation: Process of Strategic Planning
- 2.4. Strategic Thinking
 - 2.4.1. The Company as a System
 - 2.4.2. Organization Concept
- 2.5. Financial Diagnosis
 - 2.5.1. Concept of Financial Diagnosis
 - 2.5.2. Stages of Financial Diagnosis
 - 2.5.3. Assessment Methods for Financial Diagnosis
- 2.6. Planning and Strategy
 - 2.6.1. The Plan from a Strategy
 - 2.6.2. Strategic Positioning
 - 2.6.3. Strategy in Companies
- 2.7. Strategy Models and Patterns
 - 2.7.1. Conceptual Framework
 - 2.7.2. Strategic Models
 - 2.7.3. Strategic Patterns: The Five P's of Strategy
- 2.8. Competitive Strategy
 - 2.8.1. Competitive Advantage
 - 2.8.2. Choosing a Competitive Strategy
 - 2.8.3. Strategies based on the Strategic Clock Model
 - 2.8.4. Types of Strategies according to the Industrial Sector Life Cycle
- 2.9. Strategic Management
 - 2.9.1. The Concept of Strategy
 - 2.9.2. The Process of Strategic Management
 - 2.9.3. Approaches in Strategic Management
- 2.10. Strategy Implementation
 - 2.10.1. Indicator Systems and Process Approach
 - 2.10.2. Strategic Map
 - 2.10.3. Strategic Alignment
- 2.11. Executive Management
 - 2.11.1. Conceptual Framework of Executive Management
 - 2.11.2. Executive Management. The Role of the Board of Directors and Corporate Management Tools
- 2.12. Strategic Communication
 - 2.12.1. Interpersonal Communication
 - 2.12.2. Communication Skills and Influence
 - 2.12.3. Internal Communication
 - 2.12.4. Barriers to Business Communication

Module 3. People and Talent Management

- 3.1. Organizational Behavior
 - 3.1.1. Organizational Behavior. Conceptual Framework
 - 3.1.2. Main Factors of Organizational Behavior
- 3.2. People in Organizations
 - 3.2.1. Quality of Work Life and Psychological Well-Being
 - 3.2.2. Work Teams and Meeting Management
 - 3.2.3. Coaching and Team Management
 - 3.2.4. Managing Equality and Diversity
- 3.3. Strategic People Management
 - 3.3.1. Strategic Management and Human Resources
 - 3.3.2. Strategic People Management
- 3.4. Evolution of Resources. An Integrated Vision
 - 3.4.1. The Human Resources Importance
 - 3.4.2. A New Environment for People Management and Leadership
 - 3.4.3. Strategic Human Resources Management
- 3.5. Selection, Group Dynamics and Human Resources Recruitment
 - 3.5.1. Approach to Recruitment and Selection
 - 3.5.2. Recruitment
 - 3.5.3. The Selection Process
- 3.6. Human Resources Management by Competencies
 - 3.6.1. Analysis of the Potential
 - 3.6.2. Remuneration Policy
 - 3.6.3. Career/Succession Planning
- 3.7. Performance Evaluation and Performance Management
 - 3.7.1. Performance Management
 - 3.7.2. Performance Management: Objectives and Process
- 3.8. Training Management
 - 3.8.1. Learning Theories
 - 3.8.2. Talent Detection and Retention
 - 3.8.3. Gamification and Talent Management
 - 3.8.4. Training and Professional Obsolescence
- 3.9. Talent Management
 - 3.9.1. Keys for Positive Management
 - 3.9.2. Conceptual Origin of Talent and its Implication in the Company
 - 3.9.3. Map of Talent in the Organization
 - 3.9.4. Cost and Added Value
- 3.10. Innovation in Talent and People Management
 - 3.10.1. Strategic Talent Management Models
 - 3.10.2. Talent Identification, Training and Development
 - 3.10.3. Loyalty and Retention
 - 3.10.4. Proactivity and Innovation
- 3.11. Motivation
 - 3.11.1. The Nature of Motivation
 - 3.11.2. Expectations Theory
 - 3.11.3. Needs Theory
 - 3.11.4. Motivation and Financial Compensation
- 3.12. *Employer Branding*
 - 3.12.1. Employer Branding in Human Resources
 - 3.12.2. Personal Branding for Human Resources Professionals
- 3.13. High-Performance Teams Development
 - 3.13.1. High-Performance Teams: Self-Managed Teams
 - 3.13.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 3.14. Management Skills Development
 - 3.14.1. What are Manager Competencies?
 - 3.14.2. Elements of Competencies
 - 3.14.3. Knowledge
 - 3.14.4. Management Skills
 - 3.14.5. Attitudes and Values in Managers
 - 3.14.6. Managerial Skills
- 3.15. Time Management
 - 3.15.1. Benefits
 - 3.15.2. What Can be the Causes of Poor Time Management?
 - 3.15.3. Time
 - 3.15.4. Time Illusions
 - 3.15.5. Attention and Memory

- 3.15.6. State of Mind
- 3.15.7. Time Management
- 3.15.8. Being Proactive
- 3.15.9. Be Clear About the Objective
- 3.15.10. Order
- 3.15.11. Planning
- 3.16. Change Management
 - 3.16.1. Change Management
 - 3.16.2. Type of Change Management Processes
 - 3.16.3. Stages or Phases in the Change Management Process
- 3.17. Negotiation and Conflict Management
 - 3.17.1. Negotiation
 - 3.17.2. Conflict Management
 - 3.17.3. Crisis Management
- 3.18. Executive Communication
 - 3.18.1. Internal and External Communication in the Corporate Environment
 - 3.18.2. Communication Departments
 - 3.18.3. The Person in Charge of Communication of the Company. The Profile of the Dircom
- 3.19. Human Resources Management and Occupational Hazard Prevention Teams
 - 3.19.1. Management of Human Resources and Teams
 - 3.19.2. Occupational Risk Prevention
- 3.20. Productivity, Attraction, Retention and Activation of Talent
 - 3.20.1. Productivity
 - 3.20.2. Talent Attraction and Retention Levers
- 3.21. Monetary Compensation Vs. Non-Monetary
 - 3.21.1. Monetary Compensation Vs. Non-Monetary
 - 3.21.2. Wage Band Models
 - 3.21.3. Non-Monetary Compensation Models
 - 3.21.4. Working Model
 - 3.21.5. Corporate Community
 - 3.21.6. Company Image
 - 3.21.7. Emotional Salary

- 3.22. Innovation in Talent and People Management
 - 3.22.1. Innovation in Organizations
 - 3.22.2. New Challenges in the Human Resources Department
 - 3.22.3. Innovation Management
 - 3.22.4. Tools for Innovation
- 3.23. Knowledge and Talent Management
 - 3.23.1. Knowledge and Talent Management
 - 3.23.2. Knowledge Management Implementation
- 3.24. Transforming Human Resources in the Digital Era
 - 3.24.1. The Socioeconomic Context
 - 3.24.2. New Forms of Corporate Organization
 - 3.24.3. New Methodologies

Module 4. Economic and Financial Management

- 4.1. Economic Environment
 - 4.1.1. Macroeconomic Environment and the National Financial System
 - 4.1.2. Financial Institutions
 - 4.1.3. Financial Markets
 - 4.1.4. Financial Assets
 - 4.1.5. Other Financial Sector Entities
- 4.2. Company Financing
 - 4.2.1. Sources of Financing
 - 4.2.2. Types of Financing Costs
- 4.3. Executive Accounting
 - 4.3.1. Basic Concepts
 - 4.3.2. The Company's Assets
 - 4.3.3. The Company's Liabilities
 - 4.3.4. The Company's Net Worth
 - 4.3.5. The Income Statement
- 4.4. Management Accounting to Cost Accounting
 - 4.4.1. Elements of Cost Calculation
 - 4.4.2. Expenses in General Accounting and Cost Accounting
 - 4.4.3. Costs Classification

- 4.5. Information Systems and Business Intelligence
 - 4.5.1. Fundamentals and Classification
 - 4.5.2. Cost Allocation Phases and Methods
 - 4.5.3. Choice of Cost Center and Impact
- 4.6. Budget and Management Control
 - 4.6.1. The Budget Model
 - 4.6.2. The Capital Budget
 - 4.6.3. The Operating Budget
 - 4.6.5. Treasury Budget
 - 4.6.6. Budget Monitoring
- 4.7. Treasury Management
 - 4.7.1. Accounting Working Capital and Necessary Working Capital
 - 4.7.2. Calculation of Operating Cash Requirements
 - 4.7.3. *Credit Management*
- 4.8. Corporate Tax Responsibility
 - 4.8.1. Basic Tax Concepts
 - 4.8.2. Corporate Income Tax
 - 4.8.3. Value Added Tax
 - 4.8.4. Other Taxes Related to Commercial Activity
 - 4.8.5. The Company as a Facilitator of the Work of the State
- 4.9. Corporate Control Systems
 - 4.9.1. Analysis of Financial Statements
 - 4.9.2. The Company's Balance Sheet
 - 4.9.3. The Profit and Loss Statement
 - 4.9.4. The Statement of Cash Flows
 - 4.9.5. Ratio Analysis
- 4.10. Financial Management
 - 4.10.1. The Company's Financial Decisions
 - 4.10.2. Financial Department
 - 4.10.3. Cash Surpluses
 - 4.10.4. Risks Associated with Financial Management
 - 4.10.5. Financial Administration Risk Management
- 4.11. Financial Planning
 - 4.11.1. Definition of Financial Planning
 - 4.11.2. Actions to be Taken in Financial Planning
 - 4.11.3. Creation and Establishment of the Business Strategy
 - 4.11.4. The Cash Flow Table
 - 4.11.5. The Working Capital Table
- 4.12. Corporate Financial Strategy
 - 4.12.1. Corporate Strategy and Sources of Financing
 - 4.12.2. Financial Products for Corporate Financing
- 4.13. Macroeconomic Context
 - 4.13.1. Macroeconomic Context
 - 4.13.2. Relevant Economic Indicators
 - 4.13.3. Mechanisms for the Control of Macroeconomic Magnitudes
 - 4.13.4. Economic Cycles
- 4.14. Strategic Financing
 - 4.14.1. Self-Financing
 - 4.14.2. Increase in Equity
 - 4.14.3. Hybrid Resources
 - 4.14.4. Financing Through Intermediaries
- 4.15. Money and Capital Markets
 - 4.15.1. The Money Market
 - 4.15.2. The Fixed Income Market
 - 4.15.3. The Equity Market
 - 4.15.4. The Foreign Exchange Market
 - 4.15.5. The Derivatives Market
- 4.16. Financial Analysis and Planning
 - 4.16.1. Analysis of the Balance Sheet
 - 4.16.2. Analysis of the Income Statement
 - 4.16.3. Profitability Analysis
- 4.17. Analyzing and Solving Cases/Problems
 - 4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

Module 5. Operations and Logistics Management

- 5.1. Operations Direction and Management
 - 5.1.1. The Role of Operations
 - 5.1.2. The Impact of Operations on the Management of Companies
 - 5.1.3. Introduction to Operations Strategy
 - 5.1.4. Operations Management
- 5.2. Industrial Organization and Logistics
 - 5.2.1. Industrial Organization Department
 - 5.2.2. Logistics Department
- 5.3. Structure and Types of Production (MTS, MTO, ATO, ETO...)
 - 5.3.1. Production System
 - 5.3.2. Production Strategy
 - 5.3.3. Inventory Management System
 - 5.3.4. Production Indicators
- 5.4. Structure and Types of Procurement
 - 5.4.1. Function of Procurement
 - 5.4.2. Procurement Management
 - 5.4.3. Types of Purchases
 - 5.4.4. Efficient Purchasing Management of a Company
 - 5.4.5. Stages of the Purchase Decision Process
- 5.5. Economic Control of Purchasing
 - 5.5.1. Economic Influence of Purchases
 - 5.5.2. Cost Centers
 - 5.5.3. Budget
 - 5.5.4. Budgeting vs. Actual Expenditure
 - 5.5.5. Budgetary Control Tools
- 5.6. Warehouse Operations Control
 - 5.6.1. Inventory Control
 - 5.6.2. Location Systems
 - 5.6.3. Stock Management Techniques
 - 5.6.4. Storage Systems
- 5.7. Strategic Purchasing Management
 - 5.7.1. Business Strategy
 - 5.7.2. Strategic Planning
 - 5.7.3. Purchasing Strategies
- 5.8. Typologies of the Supply Chain Management (SCM)
 - 5.8.1. Supply Chain
 - 5.8.2. Benefits of Supply Chain Management
 - 5.8.3. Logistical Management in the Supply Chain
- 5.9. *Supply Chain Management*
 - 5.9.1. The Concept of Management of the Supply Chain (SCM)
 - 5.9.2. Costs and Efficiency of the Operations Chain
 - 5.9.3. Demand Patterns
 - 5.9.4. Operations Strategy and Change
- 5.10. Interactions Between the SCM and All Other Departments
 - 5.10.1. Interaction of the Supply Chain
 - 5.10.2. Interaction of the Supply Chain. Integration by Parts
 - 5.10.3. Supply Chain Integration Problems
 - 5.10.4. Supply Chain
- 5.11. Logistics Costs
 - 5.11.1. Logistics Costs
 - 5.11.2. Problems with Logistics Costs
 - 5.11.3. Logistic Costs Optimization
- 5.12. Profitability and Efficiency of Logistics Chains: KPIS
 - 5.12.1. Logistics Chain
 - 5.12.2. Profitability and Efficiency of the Logistics Chain
 - 5.12.3. Indicators of Profitability and Efficiency of the Supply Chain
- 5.13. Process Management
 - 5.13.1. Process Management
 - 5.13.2. Process Based Focus: Business Process Mapping
 - 5.13.3. Improvements in Process Management
- 5.14. Distribution and Transportation Logistics
 - 5.14.1. Distribution in the Supply Chain
 - 5.14.2. Transportation Logistics
 - 5.14.3. Geographic Information Systems as a Support to Logistics

- 5.15. Logistics and Customers
 - 5.15.1. Demand Analysis
 - 5.15.2. Demand and Sales Forecast
 - 5.15.3. Sales and Operations Planning
 - 5.15.4. Collaborative Planning, Forecasting and Replenishment Planning (CPFR)
- 5.16. International Logistics
 - 5.16.1. Export and Import Processes
 - 5.16.2. Customs
 - 5.16.3. Methods and Means of International Payment
 - 5.16.4. International Logistics Platforms
- 5.17. Outsourcing of Operations
 - 5.17.1. *Operations Management and Outsourcing*
 - 5.17.2. Outsourcing Implementation in Logistics Environments
- 5.18. Competitiveness in Operations
 - 5.18.1. Operations Management
 - 5.18.2. Operational Competitiveness
 - 5.18.3. Operations Strategy and Competitive Advantages
- 5.19. Quality Management
 - 5.19.1. Internal and External Customers
 - 5.19.2. Quality Costs
 - 5.19.3. Ongoing Improvement and the Deming Philosophy

Module 6. Information Systems Management

- 6.1. Technological Environment
 - 6.1.1. Technology and Globalization
 - 6.1.2. Economic Environment and Technology
 - 6.1.3. Technological Environment and its Impact on Companies
- 6.2. Information Systems in Companies
 - 6.2.1. The Evolution of the IT Model
 - 6.2.2. Organization and IT Departments
 - 6.2.3. Information Technology and Economic Environment

- 6.3. Corporate Strategy and Technology Strategy
 - 6.3.1. Creating Value for Customers and Shareholders
 - 6.3.2. Strategic IS/IT Decisions
 - 6.3.3. Corporate Strategy vs Technological and Digital Strategy
- 6.4. Information Systems Management
 - 6.4.1. Corporate Governance of Technology and Information Systems
 - 6.4.2. Management of Information Systems in Companies
 - 6.4.3. Expert Managers in Information Systems: Roles and Functions
- 6.5. Information Technology Strategic Planning
 - 6.5.1. Information Systems and Corporate Strategy
 - 6.5.2. Strategic Planning of Information Systems
 - 6.5.3. Phases of Information Systems Strategic Planning
- 6.6. Information Systems for Decision Making
 - 6.6.1. *Business Intelligence*
 - 6.6.2. *Data Warehouse*
 - 6.6.3. Balanced Scorecard (BSC)
- 6.7. Exploring the Information
 - 6.7.1. SQL: Relational Databases. Basic Concepts
 - 6.7.2. Networks and Communications
 - 6.7.3. Operational System: Standardized Data Models
 - 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
 - 6.7.5 Strategic DB Analysis and Report Composition
- 6.8. Enterprise Business Intelligence
 - 6.8.1. The World of Data
 - 6.8.2. Relevant Concepts
 - 6.8.3. Main Characteristics
 - 6.8.4. Solutions in Today's Market
 - 6.8.5. Overall Architecture of a BI Solution
 - 6.8.6. Cybersecurity in BI and Data Science

- 6.9. New Business Concept
 - 6.9.1. Why BI?
 - 6.9.2. Obtaining Information
 - 6.9.3. BI in the Different Departments of the Company
 - 6.9.4. Reasons to Invest in BI
- 6.10. BI Tools and Solutions
 - 6.10.1. How to Choose the Best Tool?
 - 6.10.2. Microsoft Power BI, MicroStrategy y Tableau
 - 6.10.3. SAP BI, SAS BI and Qlikview
 - 6.10.4. Prometheus
- 6.11. BI Project Planning and Management
 - 6.11.1. First Steps to Define a BI Project
 - 6.11.2. BI Solution for the Company
 - 6.11.3. Requirements and Objectives
- 6.12. Corporate Management Applications
 - 6.12.1. Information Systems and Corporate Management
 - 6.12.2. Applications for Corporate Management
 - 6.12.3. Enterprise Resource Planning Systems or ERP
- 6.13. Digital Transformation
 - 6.13.1. Conceptual Framework of Digital Transformation
 - 6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
 - 6.13.3. Digital Transformation in Companies
- 6.14. Technology and Trends
 - 6.14.1. Main Trends in the Field of Technology that are Changing Business Models
 - 6.14.2. Analysis of the Main Emerging Technologies
- 6.15. IT Outsourcing
 - 6.15.1. Conceptual Framework of Outsourcing
 - 6.15.2. IT Outsourcing and its Impact on the Business.
 - 6.15.3. Keys to Implement Corporate IT Outsourcing Projects

Module 7. Commercial Management, Strategic Marketing and

Corporate Communication

- 7.1. Commercial Management
 - 7.1.1. Conceptual Framework of Commercial Management
 - 7.1.2. Business Strategy and Planning
 - 7.1.3. The Role of Sales Managers
- 7.2. Marketing
 - 7.2.1. The Concept of Marketing
 - 7.2.2. The Basic Elements of Marketing
 - 7.2.3. Marketing Activities in Companies
- 7.3. Strategic Marketing Management
 - 7.3.1. The Concept of Strategic Marketing
 - 7.3.2. Concept of Strategic Marketing Planning
 - 7.3.3. Stages in the Process of Strategic Marketing Planning
- 7.4. Digital Marketing and E-commerce
 - 7.4.1. Digital Marketing and E-commerce Objectives
 - 7.4.2. Digital Marketing and Media Used
 - 7.4.3. E-Commerce. General Context
 - 7.4.4. Categories of E-Commerce
 - 7.4.5. Advantages and Disadvantages of E-Commerce Vs. Traditional Commerce
- 7.5. *Managing Digital Business*
 - 7.5.1. Competitive Strategy given the Growing Digitalization of the Media
 - 7.5.2. Designing and Creating a Digital Marketing Plan
 - 7.5.3. ROI Analysis in a Digital Marketing Plan
- 7.6. Digital Marketing to Reinforce a Brand
 - 7.6.1. Online Strategies to Improve Your Brand's Reputation
 - 7.6.2. *Branded Content and Storytelling*
- 7.7. Digital Marketing Strategy
 - 7.7.1. Defining the Digital Marketing Strategy
 - 7.7.2. Digital Marketing Strategy Tools
- 7.8. Digital Marketing to Attract and Retain Customers
 - 7.8.1. Loyalty and Engagement Strategies through the Internet
 - 7.8.2. *Visitor Relationship Management*
 - 7.8.3. Hypersegmentation

- 7.9. Managing Digital Campaigns
 - 7.9.1. What is a Digital Advertising Campaign?
 - 7.9.2. Steps to Launch an Online Marketing Campaign
 - 7.9.3. Mistakes in Digital Advertising Campaigns
- 7.10. Online Marketing Plan
 - 7.10.1. What is an Online Marketing Plan?
 - 7.10.2. Steps to Create an Online Marketing Plan
 - 7.10.3. Advantages of Having an Online Marketing Plan
- 7.11. *Blended Marketing*
 - 7.11.1. What is Blended Marketing?
 - 7.11.2. Differences Between Online and Offline Marketing
 - 7.11.3. Aspects to be Taken into Account in the Blended Marketing Strategy
 - 7.11.4. Characteristics of a Blended Marketing Strategy
 - 7.11.5. Recommendations in Blended Marketing
 - 7.11.6. Benefits of Blended Marketing
- 7.12. Sales Strategy
 - 7.12.1. Sales Strategy
 - 7.12.2. Sales Methods
- 7.13. Corporate Communication
 - 7.13.1. Concept
 - 7.13.2. The Importance of Communication in the Organization
 - 7.13.3. Type of Communication in the Organization
 - 7.13.4. Functions of Communication in the Organization
 - 7.13.5. Elements of Communication
 - 7.13.6. Communication Problems
 - 7.13.7. Communication Scenarios
- 7.14. Corporate Communication Strategy
 - 7.14.1. Motivational Programs, Social Action, Participation and Training with HR
 - 7.14.2. Internal Communication Support and Tools
 - 7.14.3. Internal Communication Plan

- 7.15. Digital Communication and Reputation
 - 7.15.1. Online Reputation
 - 7.15.2. How to Measure Digital Reputation?
 - 7.15.3. Online Reputation Tools
 - 7.15.4. Online Reputation Report
 - 7.15.5. *Online Branding*

Module 8. Market Research, Advertising and Commercial Management

- 8.1. Market Research
 - 8.1.1. Market Research: Historical Origin
 - 8.1.2. Analysis and Evolution of the Conceptual Framework of Marketing Research
 - 8.1.3. Key Elements and Value Contribution of Market Research
- 8.2. Quantitative Research Methods and Techniques
 - 8.2.1. Sample Size
 - 8.2.2. Sampling
 - 8.2.3. Types of Quantitative Techniques
- 8.3. Qualitative Research Methods and Techniques
 - 8.3.1. Types of Qualitative Research
 - 8.3.2. Qualitative Research Techniques
- 8.4. Market Segmentation
 - 8.4.1. Market Segmentation Concept
 - 8.4.2. Utility and Segmentation Requirements
 - 8.4.3. Consumer Market Segmentation
 - 8.4.4. Industrial Market Segmentation
 - 8.4.5. Segmentation Strategies
 - 8.4.6. Segmentation Based on Marketing - Mix Criteria
 - 8.4.7. Market Segmentation Methodology
- 8.5. Research Project Management
 - 8.5.1. Market Research as a Process
 - 8.5.2. Planning Stages in Market Research
 - 8.5.3. Execution Stages in Marketing Research
 - 8.5.4. Managing a Research Project



- 8.6. International Market Research
 - 8.6.1. International Market Research
 - 8.6.2. International Market Research Process
 - 8.6.3. The Importance of Secondary Sources in International Market Research
- 8.7. Feasibility Studies
 - 8.7.1. Concept and Usefulness
 - 8.7.2. Outline of a Feasibility Study
 - 8.7.3. Development of a Feasibility Study
- 8.8. Advertising
 - 8.8.1. Historical Background of Advertising
 - 8.8.2. Conceptual Framework of Advertising: Principles, Briefing Concept and Positioning
 - 8.8.3. Advertising Agencies, Media Agencies and Advertising Professionals
 - 8.8.4. Importance of Advertising in Business
 - 8.8.5. Advertising Trends and Challenges
- 8.9. Developing the Marketing Plan
 - 8.9.1. Marketing Plan Concept
 - 8.9.2. Situation Analysis and Diagnosis
 - 8.9.3. Strategic Marketing Decisions
 - 8.9.4. Operating Marketing Decisions
- 8.10. Promotion and Merchandising Strategies
 - 8.10.1. Integrated Marketing Communication
 - 8.10.2. Advertising Communication Plan
 - 8.10.3. Merchandising as a Communication Technique
- 8.11. Media Planning
 - 8.11.1. Origin and Evolution of Media Planning
 - 8.11.2. Media
 - 8.11.3. Media Plan
- 8.12. Fundamentals of Commercial Management
 - 8.12.1. The Role of Commercial Management
 - 8.12.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
 - 8.12.3. Commercial Planning Systems of the Company
 - 8.12.4. Main Competitive Strategies

- 8.13. Commercial Negotiation
 - 8.13.1. Commercial Negotiation
 - 8.13.2. Psychological Issues in Negotiation
 - 8.13.3. Main Negotiation Methods
 - 8.13.4. The Negotiation Process
- 8.14. Decision-Making in Commercial Management
 - 8.14.1. Commercial Strategy and Competitive Strategy
 - 8.14.2. Decision-Making Models
 - 8.14.3. Decision-Making Analytics and Tools
 - 8.14.4. Human Behavior in Decision Making
- 8.15. Sales Network Management
 - 8.15.1. Sales Management Sales Management
 - 8.15.2. Networks Serving Commercial Activity
 - 8.15.3. Salesperson Recruitment and Training Policies
 - 8.15.4. Remuneration Systems for Own and External Commercial Networks
 - 8.15.5. Management of the Commercial Process. Control and Assistance to the Work of the Sales Representatives Based on the Information
- 8.16. Implementing the Commercial Function
 - 8.16.1. Recruitment of Own Sales Representatives and Sales Agents
 - 8.16.2. Commercial Activity Control
 - 8.16.3. The Code of Ethics of Sales Personnel
 - 8.16.4. Compliance with Legislation
 - 8.16.5. Generally Accepted Standards of Business Conduct
- 8.17. Key Account Management
 - 8.17.1. Concept of Key Account Management
 - 8.17.2. The Key Account Manager
 - 8.17.3. Key Account Management Strategy
- 8.18. Financial and Budgetary Management
 - 8.18.1. The Break-Even Point
 - 8.18.2. The Sales Budget. Control of Management and of the Annual Sales Plan
 - 8.18.3. Financial Impact of Strategic Sales Decisions
 - 8.18.4. Cycle Management, Turnover, Profitability and Liquidity
 - 8.18.5. Income Statement

Module 9. Innovation and Project Management

- 9.1. Innovation
 - 9.1.1. Introduction to Innovation
 - 9.1.2. Innovation in the Entrepreneurial Ecosystem
 - 9.1.3. Instruments and Tools for the Business Innovation Process
- 9.2. Innovation from Strategy
 - 9.2.1. Strategic Intelligence and Innovation
 - 9.2.2. Innovation from Strategy
- 9.3. Project Management for Startups
 - 9.3.1. Startup Concept
 - 9.3.2. Lean Startup Philosophy
 - 9.3.3. Stages of Startup Development
 - 9.3.4. The Role of a Project Manager in a Startup
- 9.4. Business Model Design and Validation
 - 9.4.1. Conceptual Framework of a Business Model
 - 9.4.2. Business Model Design and Validation
- 9.5. Project Management
 - 9.5.1. Project Management: Identification of Opportunities to Develop Corporate Innovation Projects
 - 9.5.2. Main Stages or Phases in Innovation Projects Management
- 9.6. Project Change Management: Training Management
 - 9.6.1. Concept of Change Management
 - 9.6.2. The Change Management Process
 - 9.6.3. Change Implementation
- 9.7. Project Communication Management
 - 9.7.1. Project Communications Management
 - 9.7.2. Key Concepts for Project Communications Management
 - 9.7.3. Emerging Trends
 - 9.7.4. Adaptations to the Team
 - 9.7.5. Planning Communications Management
 - 9.7.6. Communications Management
 - 9.7.7. Communications Monitoring

- 9.8. Traditional and Innovative Methodologies
 - 9.8.1. Innovative Methodologies
 - 9.8.2. Basic Principles of Scrum
 - 9.8.3. Differences between the Main Aspects of Scrum and Traditional Methodologies
- 9.9. Creation of a Startup
 - 9.9.1. Creation of a Startup
 - 9.9.2. Organization and Culture
 - 9.9.3. Top Ten Reasons Why Startups Fail
 - 9.9.4. Legal Aspects
- 9.10. Project Risk Management Planning
 - 9.10.1. Risk Planning
 - 9.10.2. Elements for Creating a Risk Management Plan
 - 9.10.3. Tools for Creating a Risk Management Plan
 - 9.10.4. Content of the Risk Management Plan

Module 10. Executive Management

- 10.1. *General Management*
 - 10.1.1. The Concept of General Management
 - 10.1.2. The Role of the General Manager
 - 10.1.3. The General Director and its Responsibilities
 - 10.1.4. Transformation of the Management's Role
- 10.2. Manager Functions. Organizational Culture and Approaches
 - 10.2.1. Manager Functions. Organizational Culture and Approaches
- 10.3. Operations Management
 - 10.3.1. The Importance of Management
 - 10.3.2. Value Chain
 - 10.3.3. Quality Management
- 10.4. Public Speaking and Spokesperson Training
 - 10.4.1. Interpersonal Communication
 - 10.4.2. Communication Skills and Influence
 - 10.4.3. Communication Barriers

- 10.5. Personal and Organizational Communications Tools
 - 10.5.1. Interpersonal Communication
 - 10.5.2. Interpersonal Communication Tools
 - 10.5.3. Communication in the Organization
 - 10.5.4. Tools in the Organization
- 10.6. Communication in Crisis Situations
 - 10.6.1. Crisis
 - 10.6.2. Phases of the Crisis
 - 10.6.3. Messages: Contents and Moments
- 10.7. Preparation of a Crisis Plan
 - 10.7.1. Analysis of Possible Problems
 - 10.7.2. Planning
 - 10.7.3. Adequacy of Personnel
- 10.8. Emotional Intelligence
 - 10.8.1. Emotional Intelligence and Communication
 - 10.8.2. Assertiveness, Empathy and Active Listening
 - 10.8.3. Self-Esteem and Emotional Communication
- 10.9. Personal Branding
 - 10.9.1. Strategies for Personal Brand Development
 - 10.9.2. Personal Branding Laws
 - 10.9.3. Tools for Creating Personal Brands
- 10.10. Leadership and Team Management
 - 10.10.1. Leadership and Leadership Styles
 - 10.10.2. Leader Capabilities and Challenges
 - 10.10.3. Managing Change Processes
 - 10.10.4. Managing Multicultural Teams

Module 11. Strategic HR Management

- 11.1. Evolution of HR. An Integrated Vision
- 11.2. Strategic Thinking and Systems
- 11.3. Human Resources Department Project Planning and Management
- 11.4. Strategic Organizational Design
- 11.5. Job Design, Recruitment, and Selection
- 11.6. Strategic Leadership
- 11.7. Auditing and Control of Human Resources Function

Module 12. Human Resources Management and Administration Process

- 12.1. Labor Recruitment
- 12.2. Labor Intermediation
- 12.3. Labor Relations and Information Technology
- 12.4. Dismissals and Workforce Restructuring
- 12.5. Collective Bargaining
- 12.6. Occupational Disability and Health
- 12.7. Occupational Health and Quality

Module 13. Organizational Behavior

- 13.1. Organizational Culture
- 13.2. Organizational Structure
- 13.3. Organization Management
- 13.4. Behavior and Organizational Changes
- 13.5. Power and Politics
- 13.6. Organization in the Human Resources Department
- 13.7. People in Organizations
- 13.8. Knowledge Management

Module 14. Executive Coaching

- 14.1. Neuromanagement
- 14.2. Self-control and Self-efficacy
- 14.3. *Coaching*
- 14.4. Positive Psychology
- 14.5. Management and Emotional Intelligence
- 14.6. Empathy and Collaboration
- 14.7. Time Management

Module 15. Strategic Communication

- 15.1. Interpersonal Communication

Module 16. Transforming Human Resources in the Digital Era

- 16.1. New Forms of Organization and New Work Methodologies
- 16.2. Digital Skills and Professional Brand
- 16.3. Human Resources and Data Analysis
- 16.4. Managing People in the Digital Age

Module 17. Labor Relations Theory

- 17.1. History of Labor Relations
 - 17.1.1. Conceptual Framework and Definition (Basic Concepts of Employment, Work)
 - 17.1.2. Historical Evolution of Labor Relations
 - 17.1.3. Society of Knowledge in the 21st Century
- 17.2. Evolution of the Forms of Work
 - 17.2.1. Labor Relations and Labor Markets
 - 17.2.2. The Theory of Labor Market Segmentation and its Practices
- 17.3. Socialism - Communism in Labor Relations
 - 17.3.1. Conceptual Framework of Socialism and Communism
 - 17.3.2. Brief Historical Description
 - 17.3.3. Labor Relations under the Communist Political Framework
 - 17.3.4. Labor Relations under the Socialist Political Framework
- 17.4. Liberalism-Capitalism in Labor Relations
 - 17.4.1. Concept of Liberalism versus Capitalism
 - 17.4.2. Capitalism Throughout the History of the Economy
 - 17.4.3. Labor Relations under the Prism of Economic Capitalism
- 17.5. Trade Union Law
 - 17.5.1. Trade Unionism
 - 17.5.2. Union Law Fundamentals
 - 17.5.3. The Role of Collective Bargaining
- 17.6. Employee Representation
 - 17.6.1. Concept
 - 17.6.2. Regulatory Framework

- 17.6.3. Negotiation
- 17.7. Corporatism
 - 17.7.1. Conceptualization
 - 17.7.2. Types of Corporatism in the International Scenario
- 17.8. Social Policies in the International Sphere
 - 17.8.1. Social Policies (Convergences and Divergences)
 - 17.8.2. Intervention Models
 - 17.8.3. The Welfare State

Module 18. Social Security

- 18.1. The Constitutional Model of Social Protection. The Social Security System
 - 18.1.1. The Constitutional Model of Social Protection
 - 18.1.1.1. Measures to Protect Social Needs
 - 18.1.1.2. Social Security
 - 18.1.2. Economic and Financial Regime of Social Security
 - 18.1.3. Social Security Management
- 18.2. Protected Individuals and Contingencies
 - 18.2.1. Field of Application of the System
 - 18.2.2. Scope of Application of the General Regime
 - 18.2.3. Entrepreneur Registration
 - 18.2.4. Employee Benefits
 - 18.2.4.1. Employee Registration and Termination
 - 18.2.4.2. Types of Registration
 - 18.2.4.3. The Special Agreement as a Situation Equivalent to Registration
 - 18.2.4.4. Effects of Registration, Termination and Communication of Workers' Data
 - 18.2.5. Effects of Improper Acts
- 18.3. Protected Individuals and Contingencies II
 - 18.3.1. Protected Contingencies
 - 18.3.2. Occupational Accidents and Diseases
 - 18.3.3. The Protective Action of the Social Security System
 - 18.3.4. General Requirements for Entitlement to Contributory Benefits
 - 18.3.5. Liability for Benefits
 - 18.3.6. Automaticity of Benefits
- 18.4. Management and Financing I
 - 18.4.1. Social Security Management
 - 18.4.1.1. Management Entities
 - 18.4.2. Common Services
 - 18.4.3. Collaboration in Management
- 18.5. Management and Financing II
 - 18.5.1. Economic and Financial Regime of Social Security
 - 18.5.2. General Resources of Social Security
 - 18.5.3. Social Security Contributions
 - 18.5.3.1. Contribution Bases and Rates
 - 18.5.4. Collection
- 18.6. Economic Benefits: Subsidies and Pensions I
 - 18.6.1. Introduction
 - 18.6.2. Temporary Disability
 - 18.6.3. Maternity
 - 18.6.4. Paternity
 - 18.6.5. Risk During Pregnancy and Breastfeeding
 - 18.6.6. Care of Minors Affected by Cancer or Other Serious Illness
 - 18.6.7. Unemployment
- 18.7. Economic Benefits: Subsidies and Pensions II
 - 18.7.1. Introduction
 - 18.7.2. Contributory Benefits
 - 18.7.2.1. Permanent Disability
 - 18.7.2.2. Retirement
 - 18.7.2.3. Death and Survival
 - 18.7.3. Non-contributory Benefits
 - 18.7.3.1. Disability
 - 18.7.3.2. Retirement
 - 18.7.4. Family Benefits

- 18.8. The Health System. Portfolio of Services and Medicines
 - 18.8.1. The Health System and Social Security
 - 18.8.2. Advances in the Protection of the Right to Health
 - 18.8.3. Competencies of the State and the Autonomous Communities in Healthcare Competencies of the State
 - 18.8.4. Medicines and Pharmaceutical Services
 - 18.8.5. Insured and Beneficiaries of the Right to Healthcare
 - 18.8.6. Benefit Management
- 18.9. The Social Assistance System
 - 18.9.1. Delimitation of the Concept. Social Assistance
 - 18.9.2. Internal Social Welfare of the Social Security
 - 18.9.3. Social Assistance External to the Social Security System
 - 18.9.4. Social Services
 - 18.9.5. The System for Autonomy and Dependency Care
- 18.10. Pension Plans and Funds. Mutual Benefit Societies
 - 18.10.1. Introduction
 - 18.10.2. Voluntary Improvements
 - 18.10.3. Mutual Benefit Societies. Pension Plans and Funds.

Module 19. Labor Law

- 19.1. The Sources of Labor Law
 - 19.1.1. The Normative Sources of Labor Law. Introduction
 - 19.1.2. International Sources
 - 19.1.2.1. The Normative Role of the International Labor Organization
 - 19.1.2.2. The Normative Function of the European Union. Community Law
 - 19.1.2.3. Agreed International Law. Bilateral and Multilateral Treaties

- 19.2. The Worker
 - 19.2.1. Introduction
 - 19.2.2. The Characteristics of the Employment Relationship
 - 19.2.2.1. Very Personal Nature
 - 19.2.2.2. Wilfulness
 - 19.2.2.3. Dependency
 - 19.2.2.4. Adjacency
 - 19.2.2.5. Remuneration
 - 19.2.3. Labor Relationships of a Special Nature
 - 19.2.3.1. Family Home Service
 - 19.2.3.2. Prisoners in Penitentiary Institutions
 - 19.2.3.3. Professional Athletes
 - 19.2.3.4. Performers in Public Shows
 - 19.2.3.5. Persons Involved in Commercial Transactions on Behalf of One or More Entrepreneurs without Assuming the Risk of those: Trade Representatives
 - 19.2.3.6. Persons with Disabilities Working in Special Employment Centers
 - 19.2.3.7. Port Dockers
 - 19.2.3.8. The Residency for the Training of Specialists in Health Sciences
 - 19.2.3.9. Lawyers who Provide Services in Law Firms, Individual or Collective
 - 19.2.4. Excluded Jobs
 - 19.2.4.1. Civil Servants and Statutory Personnel in the Service of Administration
 - 19.2.4.2. Compulsory Personal Benefits
 - 19.2.4.3. Board Members of Corporate Companies
 - 19.2.4.4. Friendly, Benevolent or Neighborly Work
 - 19.2.4.5. Family Jobs
 - 19.2.4.6. Commercial Brokerage with Assumption of Risk
 - 19.2.4.7. Transportation Service
 - 19.2.4.8. Work Performed on One's Own Account

- 19.3. The Employer and the Company
 - 19.3.1. The Businessman. Concept and Legal Nature
 - 19.3.2. Corporate Subrogation
 - 19.3.3. Groups of Companies
 - 19.3.4. Productive Decentralization. Contracts and Subcontracts for Works and Services
 - 19.3.4.1. The Different Assumptions of Liability in Wage and Social Security Matters
 - 19.3.4.2. Production Outsourcing and Health and Safety in the Work Environment
 - 19.3.4.3. Duties of Information, Consultation and Participation in the Context of Works or Services Contracts
 - 19.3.5. Illegal Assignment of Workers
 - 19.3.5.1. Concept and Description of the Phenomenon
 - 19.3.5.2. Consequences of Illegal Assignment
 - 19.3.6. Temporary Employment Agencies
 - 19.3.6.1. The Civil or Commercial Commitment between the Temporary Employment Agency and the User Company. The Contract for the Provision of Services
 - 19.3.6.2. The Employment Relationship between the Temporary Employment Agency and the Temporary Employee. The Work Contract
 - 19.3.6.3. The Special Situation of the Worker in the User Company
- 19.4. The Work Contract
 - 19.4.1. The Work Contract Concept and Basic Characteristics
 - 19.4.2. Formalities of the Employment Contract
 - 19.4.2.1. Consent, Object and Cause
 - 19.4.2.2. Capacity to Hire
 - 19.4.2.3. The Form of the Contract
 - 19.4.2.4. The Validity of the Contract. Total and Partial Nullity of the Labor Relationship
 - 19.4.2.5. Simulation of the Employment Contract
 - 19.4.3. The Probationary Period
 - 19.4.4. Main Contractual Modalities
 - 19.4.4.1. Indefinite-Term Contracts
 - 19.4.4.2. Fixed-Term Contracts
 - 19.4.4.3. Training Contracts
 - 19.4.4.4. Other Contractual Modalities
- 19.5. Basic Labor Rights and Duties
 - 19.5.1. Basic Employee Rights and Duties
 - 19.5.1.1. Rights
 - 19.5.1.2. Responsibilities
 - 19.5.2. Basic Rights and Duties of the Employer
 - 19.5.2.1. The Power of Management
 - 19.5.2.2. Disciplinary Power
- 19.6. Occupational Risk Prevention
 - 19.6.1. Introduction
 - 19.6.2. The Guarantee of Protection against Occupational Risks. The Principles of Preventive Action
 - 19.6.3. The Prevention Plan. Risk Assessment and Planning of Mentoring Activities
 - 19.6.4. Work Equipment and Means of Protection
 - 19.6.5. Information, Consultation and Participation of Workers
 - 19.6.6. Employee Training
 - 19.6.7. Emergency Measures
 - 19.6.8. Serious and Imminent Risk
 - 19.6.9. The Duty of Health Surveillance
 - 19.6.10. Responsibilities of a Documentary Nature
 - 19.6.11. Coordination of Business Activities
 - 19.6.12. The Unique Attention Given to Certain Groups
 - 19.6.12.1. Workers Particularly Sensitive to Certain Risks
 - 19.6.12.2. Motherhood
 - 19.6.12.3. The Minors
 - 19.6.12.4. Workers in Temporary Employment Relationships or made available by a Temporary Work Agency
 - 19.6.13. The Responsibilities of the Workforce in Relation to the Prevention of Occupational Risks

- 19.7. Salary
 - 19.7.1. Salary
 - 19.7.1.1. Concept and Characters
 - 19.7.1.2. Form of Payment: Cash or in Kind
 - 19.7.1.3. Salary Structure
 - 19.7.1.4. Wage Settlement and Payment
 - 19.7.1.5. Salary Compensation and Absorption
 - 19.7.1.6. Wage Guarantees
 - 19.7.1.7. Extraordinary Bonuses
 - 19.7.2. Non-Wage Payments
 - 19.7.3. The Principle of Equality and Non-Discrimination on the Basis of Gender in the Accrual and Payment of Compensation
 - 19.7.4. The Right to Economic Promotion
- 19.8. Working Time
 - 19.8.1. Working Time
 - 19.8.1.1. Ordinary Working Time
 - 19.8.1.2. Overtime
 - 19.8.1.3. Special Working Hours
 - 19.8.2. Night Work and Shift Work
 - 19.8.2.1. Night Work
 - 19.8.2.2. Shift Work
 - 19.8.3. Holidays, Leaves of Absence and Annual Vacations
 - 19.8.3.1. Holidays
 - 19.8.3.2. Leaves of Absence
 - 19.8.3.3. Annual Leave
 - 19.8.4. The Work Calendar
- 19.9. Renovation of the Employment Contract
 - 19.9.1. Functional Mobility
 - 19.9.2. Geographic Mobility
 - 19.9.2.1. Geographic Mobility at the Request of the Employer
 - 19.9.2.2. Geographic Mobility at the Request of the Employee

- 19.9.3. Substantial Modification of Working Conditions
 - 19.9.3.1. First Requirement: Concurrence of a Justifying Cause
 - 19.9.3.2. Second Requirement: Subject Matter of Modification
 - 19.9.3.3. Third Requirement: Procedures to be Followed
- 19.9.4. Modification of the Conditions Established in a Statutory Collective Agreement
- 19.10. Suspension and Termination of Employment Contracts
 - 19.10.1. Suspension of the Employment Contract
 - 19.10.1.1. Maternity, Paternity, Adoption, Foster Care and Risk during Pregnancy
 - 19.10.1.2. Leaves of Absence
 - 19.10.1.3. Suspension of the Employment Contract due to Economic, Technical, Organizational or Production Causes
 - 19.10.1.4. Suspension of the Contract due to Force Majeure
 - 19.10.2. Termination of the Employment Contract
 - 19.10.2.1. Termination due to Unilateral Will of the Employee
 - 19.10.2.2. Termination due to Unilateral Will of the Employee: Dismissal

Module 20. Collective Labor Law

- 20.1. Collective Autonomy and Labor Relations System
 - 20.1.1. Collective Autonomy: Concept and Structural Elements.
 - 20.1.2. The Three-dimensional Structure of Collective Autonomy and its Reflection: Freedom of Association and the Right to Strike
 - 20.1.3. The Right to Collective Negotiation
- 20.2. Freedom of Association
 - 20.2.1. The Constitutional Configuration of Freedom of Association
 - 20.2.2. Ownership of the Right to Freedom of Association
 - 20.2.3. Content of the Right to Freedom of Association
 - 20.2.4. Protection of Freedom of Association: Jurisdictional, Constitutional, Administrative and Criminal.

- 20.3. Legal Regime of the Union
 - 20.3.1. Incorporation and Acquisition of Legal Personality
 - 20.3.2. Internal Functioning of the Syndicate and Economic Regime
 - 20.3.3. The Union's Responsibility
- 20.4. Business Associations
 - 20.4.1. The Employer and Union Structure
 - 20.4.2. Union Representation: Most Representative Unions
 - 20.4.3. Employer Representation Structure, Criteria and Determination of Attributions
- 20.5. The Representation and Collective Action of Workers in the Company
 - 20.5.1. The Dual Channel of Representation in the Company
 - 20.5.2. Unitary Representation: Delegates and Work Councils
 - 20.5.3. Union Elections
 - 20.5.4. The Right of Assembly in Companies: Workers' Assemblies
- 20.6. Collective Negotiation
 - 20.6.1. Constitutional and Legal Recognition of the Right to Collective Negotiation
 - 20.6.2. Collective Bargaining Agreements: Classification and Typology
 - 20.6.3. Collective Negotiation Structure and Agreement Concurrence
- 20.7. The Dynamics of Collective Negotiation of General Effectiveness: Preparation, Term and Application of Agreements
 - 20.7.1. Negotiating Parties: Capacity and Standing
 - 20.7.2. Negotiation Process: The Right to Negotiate
 - 20.7.3. Formal Requirements and Control of Legality: The Challenge to the Agreement
 - 20.7.4. Application and Interpretation of the Agreement: Basic Issues
 - 20.7.5. The Term of the Agreement
 - 20.7.6. Adherence and Extension of the Agreement
- 20.8. Collective Conflict
 - 20.8.1. Concept and Types of Collective Disputes
 - 20.8.2. Constitutional Regulation of Collective Disputes
 - 20.8.3. Collective Action by Workers and Employers in Collective Disputes
- 20.9. The Strike
 - 20.9.1. The Constitutional Recognition of the Right to Strike: Ownership and Content
 - 20.9.2. The Exercise of the Right to Strike: Formal Issues. The Strike Committee
 - 20.9.3. Types of Strike: Illegal Strikes and Abusive Strikes.
 - 20.9.4. The Effects of the Strike

Module 21. Performance Management and Compensation Policy

- 21.1. Introduction to Performance Management and Management by Objectives
 - 21.1.1. The Impact of the Digital Era on Professional Performance
 - 21.1.2. Digital Transformation in Companies
 - 21.1.3. New Human Resources Policies in the Digital Era
 - 21.1.4. New Work Environments
 - 21.1.5. Performance Evaluation: What is It and What Is It For?
 - 21.1.6. Performance Evaluation Models
- 21.2. The Performance Management Cycle
 - 21.2.1. New Work Environments
 - 21.2.2. Phases of the Performance Management Cycle
 - 21.2.3. Models in Work Systems
- 21.3. Performance Planning
 - 21.3.1. Initial Design of Performance Evaluation: Analysis of the Company
 - 21.3.2. Setting Individual and Group Objectives
 - 21.3.3. Performance Metrics
 - 21.3.4. Competency-based Evaluation Systems
- 21.4. Performance Monitoring
 - 21.4.1. Management of the Corporate Talent Map
 - 21.4.2. Individual and Group Action Plan Follow-up Mechanisms: Observation, Coaching and Feedback Techniques
 - 21.4.3. Recognition Programs
- 21.5. Performance Evaluation
 - 21.5.1. Key Points in the Performance Evaluation: Objectives, Competencies and Project/ Team.
 - 21.5.2. Definition of Evaluation Scales and Parameters of Excellence
 - 21.5.3. The Application of the Evaluation
- 21.6. Underperformance Management
 - 21.6.1. Observation Techniques
 - 21.6.2. Incentive Motivation and Coaching Methodologies
 - 21.6.3. Recovery Plan

- 21.7. Remuneration Policy
 - 21.7.1. Regulation of Work and Remuneration
 - 21.7.2. Establishment of the General Compensation System
 - 21.7.3. Variable Remuneration
 - 21.7.4. Control Systems
- 21.8. Legal and Labor Aspects of Remuneration
 - 21.8.1. Legal Framework
 - 21.8.2. Application
- 21.9. Annual Planning of Performance Plans
 - 21.9.1. Design and Development of an Annual Performance Plan
 - 21.9.2. Result Analysis
- 21.10. Additional Compensation Aspects
 - 21.10.1. Pension Plans
 - 21.10.2. Other Special Situations

Module 22. Outsourcing, Self-Employment and Special Labor Relations

- 22.1. Flexibility and Occupational Flexicurity
 - 22.1.1. Introduction to Labor Market Rigidity and Flexibility
 - 22.1.2. Flexicurity Concept
 - 22.1.3. Types of Flexibility and Agreements between Parties
 - 22.1.4. Freedom of Contract
- 22.2. Substantial Modification in Labor Relationships
 - 22.2.1. Labor Relations: Basic Concepts
 - 22.2.2. Substantial Changes by the Employer
 - 22.2.3. Substantial Changes by the Employee
- 22.3. Suspension of the Labor Relationship
 - 22.3.1. Concept of the Suspension of the Labor Relationship
 - 22.3.2. Causes and Types
 - 22.3.3. Implications for Labor Regulations: Illegal Assignment of Workers
- 22.4. Flexibility Recruitment Strategies
 - 22.4.1. Part-Time Employment
 - 22.4.2. Contracting on a Permanent-Discontinuous Basis
 - 22.4.3. Incorporating Teleworking into the Working Day



- 22.5. *Outsourcing*
 - 22.5.1. Conceptual Introduction and Operation
 - 22.5.2. Regulatory Procedure

Module 23. Occupational Health, Protection and Prevention

- 23.1. Basic Concepts
 - 23.1.1. Concept of Occupational Health, Prevention and Protection
 - 23.1.2. Contextualization in a Healthy Company
- 23.2. Legal Framework for Occupational Health and Safety and Occupational Risk Prevention
 - 23.2.1. International and European Legal Framework
 - 23.2.2. Public Policy Mechanisms in the Prevention of Occupational Risks
- 23.3. Rights and Obligations Involved in Occupational Health
 - 23.3.1. Corporate Rights and Obligations
 - 23.3.2. Employee Rights and Obligations
- 23.4. Planning and Organization of Preventive Activities
 - 23.4.1. Prevention and Protection in the Company's Management System
- 23.5. Elaboration of a Comprehensive Corporate Prevention Plan
 - 23.5.1. Risk Detection
 - 23.5.2. Design of Corrective Measures
 - 23.5.3. Prevention Plan Protocol
- 23.6. Worker Representation in Health and Safety Policies
 - 23.6.1. Legal Representation of workers
 - 23.6.2. The Figure of the Occupational Risk Prevention Technician
 - 23.6.3. The Figure of the Preventive Resource in the Company
- 23.7. Preventive Techniques
 - 23.7.1. Concept of Preventive Technique
 - 23.7.2. Procedures of Preventive Techniques according to Type of Risk
- 23.8. Outsourcing of Prevention Services
 - 23.8.1. Framework of Third-Party Prevention Services in the Regulation
 - 23.8.2. Procedures for Action

- 23.9. Job Satisfaction and Health
 - 23.9.1. Job Satisfaction
 - 23.9.2. Analysis of the Correlation Between Job Satisfaction and Healthy Corporate Culture

Module 24. Change Management

- 24.1. Organizational Changes
 - 24.1.1. Workplace Strategy and Motivation
 - 24.1.2. Study of Methods and Work Measurement
- 24.2. Performance Evaluation
 - 24.2.1. Performance Concept
 - 24.2.2. Performance Measurement and Evaluation Systems
- 24.3. Development of High-Performance Teams
 - 24.3.1. Personal Factors and Motivation for Successful Work
 - 24.3.2. Integrating a High-Performance Team
 - 24.3.3. People and Business Change and Development Projects
 - 24.3.4. Financial Keys for HR: Business and People
- 24.4. Workgroup Management
 - 24.4.1. Group Synergy
 - 24.4.2. The Group's Life Cycle
 - 24.4.3. Groups and Motivation
 - 24.4.4. Groups and Innovation
- 24.5. Group Dynamics
 - 24.5.1. The Roles of People in Groups
 - 24.5.2. Group Leadership
 - 24.5.3. Group Rules
 - 24.5.4. Group Cohesion
- 24.6. Responsibility and Group Management
 - 24.6.1. Decision Making
 - 24.6.2. Unconscious Reasons in Decision Making
 - 24.6.3. Personal Responsibility and Accountability

- 24.7. Managing People in the Digital Age
 - 24.7.1. Impact of IT on Intellectual Capital
 - 24.7.2. Information Processing in Big Data Management (Big Data HR)
 - 24.7.3. Reputation in Social Networks and Personal Branding
- 24.8. Human Resources and Total Quality
 - 24.8.1. Quality Costs
 - 24.8.2. The Importance of Data Quality
 - 24.8.3. From Total Quality to Innovation
- 24.9. Business Communication Processes
 - 24.9.1. Company Communication
 - 24.9.2. Types of Communication: Internal and External
 - 24.9.3. Business Communication in Digital Environments

Module 25. Complementary Social Protection and Social Action in the Company

- 25.1. Social Protection Policies
 - 25.1.1. Social Policy in the Social Welfare System
 - 25.1.2. Types of Social Policies according to Administrative Designs
 - 25.1.3. Social Policy vs. Social Work
- 25.2. Theories of Social Action
 - 25.2.1. Social Action in Sociological Theory
 - 25.2.2. Weber's Theory of Social Action
 - 25.2.3. Sociology within Social Action
- 25.3. Corporate Social Action
 - 25.3.1. Concept and Characteristics of Social Benefits
 - 25.3.2. Loans and Advances
 - 25.3.3. Labor Commissaries
 - 25.3.4. Soup Kitchens and Indirect Formulas
 - 25.3.5. Collective Transportation Service
 - 25.3.6. Childcare and Other Occupational Benefits

- 25.4. Social Action Plans
 - 25.4.1. Organizational Culture and Social Action Strategies
 - 25.4.2. Internal and External Spheres of Action
 - 25.4.3. Design and Planning of Social Action in the Company
- 25.5. The Social Dimension in the Company
 - 25.5.1. The Company and its Context: Social Analysis
 - 25.5.2. Socially Based Information in the Company
 - 25.5.3. Evaluation of Corporate Social Action Strategies
- 25.6. Complementary Social Protection in the Company
 - 25.6.1. Complementary Social Protection Mechanisms of Voluntary Origin
 - 25.6.2. Supplementary Social Security Benefits and their Relationship with Social Security
- 25.7. Employer's Social Protection
 - 25.7.1. The Role of the Employer in Social Protection Systems
 - 25.7.2. Mutuels and Social Security
 - 25.7.3. Improvements Managed through Instruments External to Company Assets: Pensions
- 25.8. Voluntary Social Welfare
 - 25.8.1. Concept and Characteristics of Voluntary Improvements
 - 25.8.2. Legislative Origins
 - 25.8.3. Types of Voluntary Improvements
 - 25.8.4. The Legal Nature of Voluntary Improvements
- 25.9. Collective Social Security
 - 25.9.1. Concept, Types and List of Protective Benefits
 - 25.9.2. Protective Action Chart
 - 25.9.3. Revaluation and Minimum Supplements



You will learn valuable lessons through real cases in simulated learning environments"

04

Teaching Objectives

With this revolutionary Advanced Master's Degree, experts will be able to lead the strategic management of talent and improve Labor Relations in organizations. In line with this, students will gain skills such as effective communication, advanced negotiation, handling of digital Human Resources tools, strategic thinking, leadership, adaptability and professional ethics. These experts are prepared to design inclusive policies, mediate labor disputes and align Human Resources strategies with business objectives, contributing to organizational success.



“

You will master sophisticated digital tools such as online recruitment platforms to optimize the processes of selection and talent management”



General Objectives

- ♦ Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- ♦ Develop the key leadership skills that should define working professionals
- ♦ Delve into the sustainability criteria set by international standards when developing a business plan
- ♦ Develop strategies to carry out decision-making in a complex and unstable environment
- ♦ Define the best way to manage the company's Human Resources, achieving a better performance
- ♦ Be able to manage the company's economic and financial plan
- ♦ Understand the logistic operations that are necessary in the business environment, so as to manage them appropriately
- ♦ Be able to develop all the phases of a business idea: Design, feasibility plan, execution, follow-up
- ♦ Analyze the selection processes in companies and the fundamental role they play in the future
- ♦ Analyze vacancies and possible profiles that best fit the positions and their positioning within the company





Specific Objectives

Module 1. Leadership, Ethics and Social Responsibility in Companies

- ♦ Develop ethical leadership skills that integrate principles of social responsibility into business decision making
- ♦ Gain skills in the implementation of social responsibility policies that generate a positive impact on the community and the environment

Module 2. Strategic Management and Executive Management

- ♦ Delve into the formulation and execution of effective business strategies
- ♦ Acquire skills in the management of executive teams to improve organizational performance

Module 3. People and Talent Management

- ♦ Delve into the effective management of human talent, focusing on the attraction, development and retention of key employees
- ♦ Be able to create and manage high-performance teams aligned with organizational objectives

Module 4. Economic and Financial Management

- ♦ Handle innovative tools for strategic financial decision making that optimizes resources and ensures the profitability of the company
- ♦ Learn to prepare and manage budgets, financial reports and the feasibility analysis of projects

Module 5. Operations and Logistics Management

- ♦ Develop skills in the planning, coordination and control of logistical operations within the supply chain
- ♦ Optimize operational processes and reduce costs associated with
- ♦ business logistics

Module 6. Information Systems Management

- ♦ Optimize the management of information systems to improve
- ♦ organizational efficiency
- ♦ Develop skills to make decisions about the implementation of information systems aligned with business objectives

Module 7. Commercial Management, Strategic Marketing and Corporate Communication

- ♦ Learn how to create and execute commercial and marketing strategies that align the business offer with market demands
- ♦ Develop skills in the management of corporate communication to strengthen brand image

Module 8. Market Research, Advertising and Commercial Management

- ♦ Master the use of tools and methodologies to carry out market research that identifies business opportunities
- ♦ Manage effective advertising campaigns and make strategic decisions in commercial management

Module 9. Innovation and Project Management

- ♦ Foster the ability to manage innovative projects that add value and differentiate the company in the market
- ♦ Develop skills in the planning, execution and control of projects with a focus on innovation and sustainability

Module 10. Executive Management

- ♦ Acquire skills to lead management teams in dynamic and globalized business environments
- ♦ Learn to make strategic decisions that optimize resources and improve organizational performance

Module 11. Strategic HR Management

- ♦ Design and implement human resources strategies aligned with organizational objectives
- ♦ Optimize talent management and ensure the competitiveness and sustainability of the company

Module 12. Human Resources Management and Administration Process

- ♦ Get qualified in the planning, execution and supervision of human resources management processes, from recruitment to personnel administration
- ♦ Promote efficiency and regulatory compliance

Module 13. Organizational Behavior

- ♦ Gain an in-depth understanding of individual and group behavior in organizations
- ♦ Use this information to improve work performance, the organizational climate and the effectiveness of teams

Module 14. Executive Coaching

- ♦ Develop skills in executive coaching, providing tools and techniques to improve leadership
- ♦ Improve decision making and the personal development of senior managers and their teams
- ♦ sus equipos

Module 15. Strategic Communication

- ♦ Delve into the creation and execution of effective communication strategies, both internal and external, to ensure the alignment of organizational messages
- ♦ Improve relationships with employees, customers and stakeholders

Module 16. Transforming Human Resources in the Digital Era

- ♦ Integrate new technologies into Human Resources processes, improving operational efficiency and agility
- ♦ Be able to lead talent management and internal communication digitalization processes



Module 17. Labor Relations Theory

- ♦ Delve into the theory of labor relations, addressing the dynamics between employers and employees, unions and labor regulations
- ♦ Analyze its impact on Human Resources management

Module 18. Social Security

- ♦ Address the principles and regulations of social security, managing employee benefits systems
- ♦ Ensure compliance with labor and welfare obligations in the company

Module 19. Labor Law

- ♦ Provide essential knowledge of labor law, covering the regulations governing labor relations and workers' rights
- ♦ Examine employers' responsibilities under current legislation

Module 20. Collective Labor Law

- ♦ Become familiar with the regulations and processes related to collective labor relations, including union negotiation
- ♦ In-depth study of collective agreements and the resolution of labor conflicts at the collective level

Module 21. Performance Management and Compensation Policy

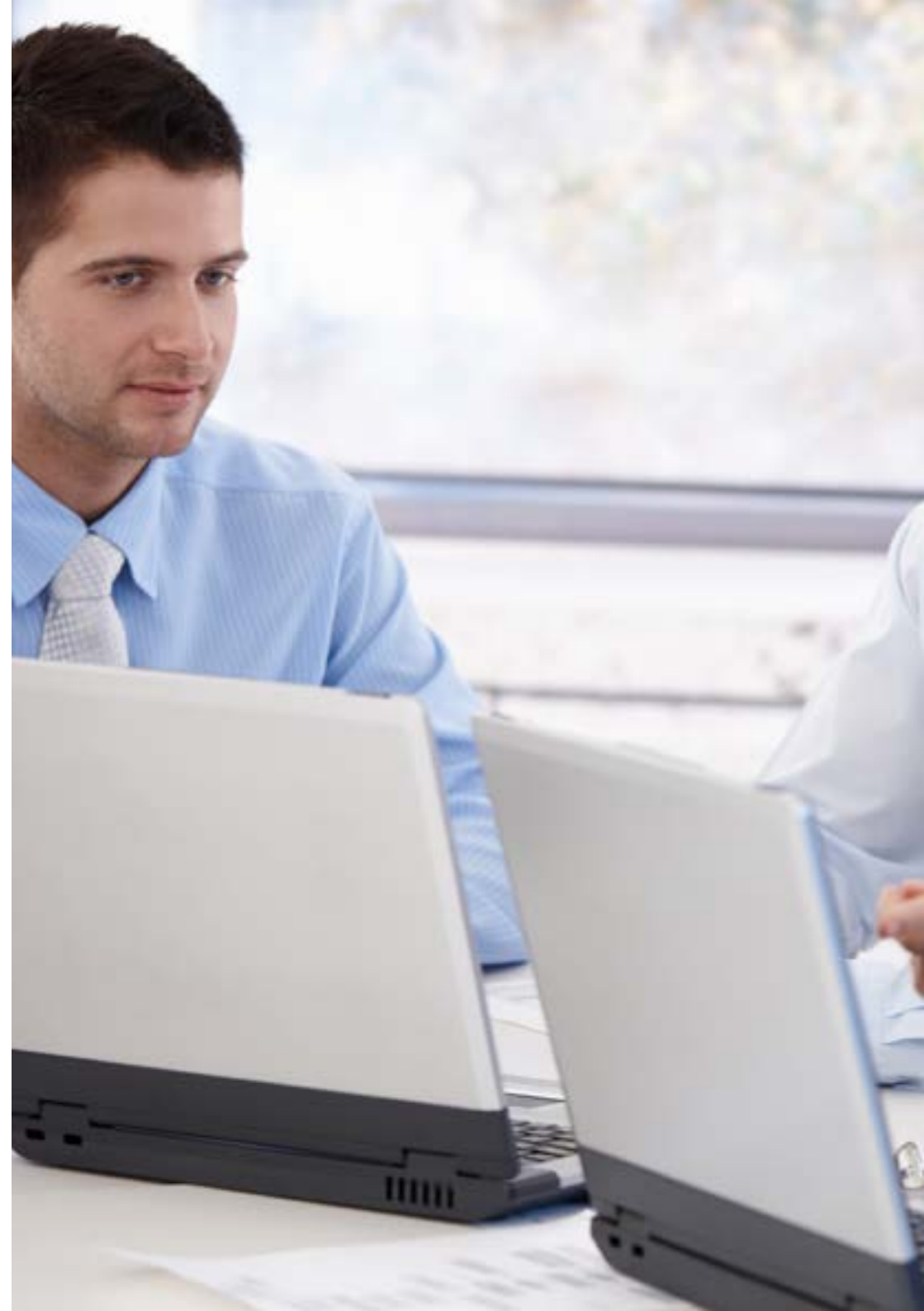
- ♦ Create and implement performance management systems and remuneration policies that align individual and organizational performance with business objectives
- ♦ Ensure the motivation and retention of talent

Module 22. Outsourcing Self-Employment and Special Employment Relationships

- ♦ Gain an in-depth knowledge about the management of labor relations outside the traditional framework, including outsourcing, contracts with freelancers and other special labor modalities
- ♦ Ensure regulatory compliance and optimization of resources

Module 23. Occupational Health, Protection and Prevention

- ♦ Develop skills in occupational health management, promote the protection and prevention of occupational hazards through welfare policies
- ♦ Create preventive measures in the work environment





Module 24. Change Management

- ◆ Enable the management of organizational change, providing tools and techniques for planning, communicating and leading transformation processes within the company
- ◆ Foster adaptability and employee commitment

Module 25. Complementary Social Protection and Social Action in The Company

- ◆ Implement complementary social protection and social action programs within organizations
- ◆ Foster employee well-being and corporate social responsibility

“

TECH is committed to innovation, which is why it will provide you with unlimited access to academic materials at any time and from any electronic device with an Internet connection”

05

Career Opportunities

Upon completing this Advanced Master's Degree in Senior Human Resources Management, Expert in Labor Relations, professionals will acquire a solid understanding of the most effective strategies for managing human capital and labor relations in diverse organizations. In addition, graduates will design and implement policies that promote an inclusive and collaborative work environment. In this way, experts will improve their professional opportunities and assume specialized roles such as Human Resources Director or Labor Relations Manager.





“

Are you looking to work as a Human Resources Director? This university degree will give you the keys to achieve it in just 24 months"

Graduate Profile

Graduates of this university degree are highly skilled professionals capable of managing human capital and labor dynamics in a range of organizations. At the same time, they have in-depth knowledge of human resources strategies, conflict resolution methodologies and technological tools applied to the workplace. They are also prepared to design and implement inclusive policies, collaborate with multidisciplinary teams and act as a mediator between employees and management, promoting a fair and harmonious working environment.

You will be highly qualified to manage the relationships between organizations and their workers, including the negotiation of collective agreements.

- ♦ **Labor Relations Management:** An essential skill is the ability to manage the relationship between the company and its employees, including the negotiation of collective agreements, conflict mediation and the promotion of a harmonious work environment. This ensures stable and productive labor relations.
- ♦ **Strategic Thinking:** Human Resources experts apply strategic thinking to align human resources policies with long-term organizational objectives. This includes workforce planning, talent development, and adaptation to changes in the business environment.
- ♦ **Digital Competition in Human Resources:** In the current context, it is essential that professionals are proficient in advanced digital tools, such as human resources management systems, online recruitment platforms, and data analysis. These skills improve the efficiency of selection processes, talent management and performance analysis.
- ♦ **Problem Solving and Critical Thinking:** Ability to identify and analyze complex problems related to personnel management and labor relations. They use critical thinking to generate creative and effective solutions that improve the work environment and organizational productivity.





After completing the Advanced Master's Degree, you will be able to apply your knowledge and skills in the following positions:

- 1. Labor Relations Manager:** Professional responsible for managing relations between the company and its employees, including the negotiation of collective agreements, conflict mediation and the promotion of a harmonious working environment
- 2. Human Resources Consultant:** Advises organizations on the optimization of their Human Resources processes, the development of talent strategies and the improvement of operational efficiency through customized solutions
- 3. Talent Management Specialist:** Focuses on identifying, attracting and retaining key talent within the organization, designing professional development programs that align employee skills with the strategic needs of the company
- 4. Diversity and Inclusion Coordinator:** Professional dedicated to implementing and managing diversity and inclusion policies, ensuring an equitable and respectful work environment that values the diversity of perspectives and experiences
- 5. Organizational Development Manager:** Responsible for designing and implementing initiatives that promote organizational growth and adaptability, facilitating cultural transformation and improving operational efficiency
- 6. Labor Relations Analyst:** Responsible for analyzing labor dynamics, monitoring compliance with labor regulations and preparing reports that support strategic decision making in Labor Relations
- 7. Compensation and Benefits Director:** Manages and develops compensation and benefits structures that attract and retain talent, aligning salary packages with the organization's strategies and market trends
- 8. Responsible for Work Climate:** Professional specialized in evaluating and improving the work environment, implementing satisfaction surveys, wellness programs and strategies that promote employee motivation and commitment

06

Study Methodology

TECH is the world's first university to combine the **case study** methodology with **Relearning**, a 100% online learning system based on guided repetition.

This disruptive pedagogical strategy has been conceived to offer professionals the opportunity to update their knowledge and develop their skills in an intensive and rigorous way. A learning model that places students at the center of the educational process giving them the leading role, adapting to their needs and leaving aside more conventional methodologies.



“

TECH will prepare you to face new challenges in uncertain environments and achieve success in your career”

The student: the priority of all TECH programs

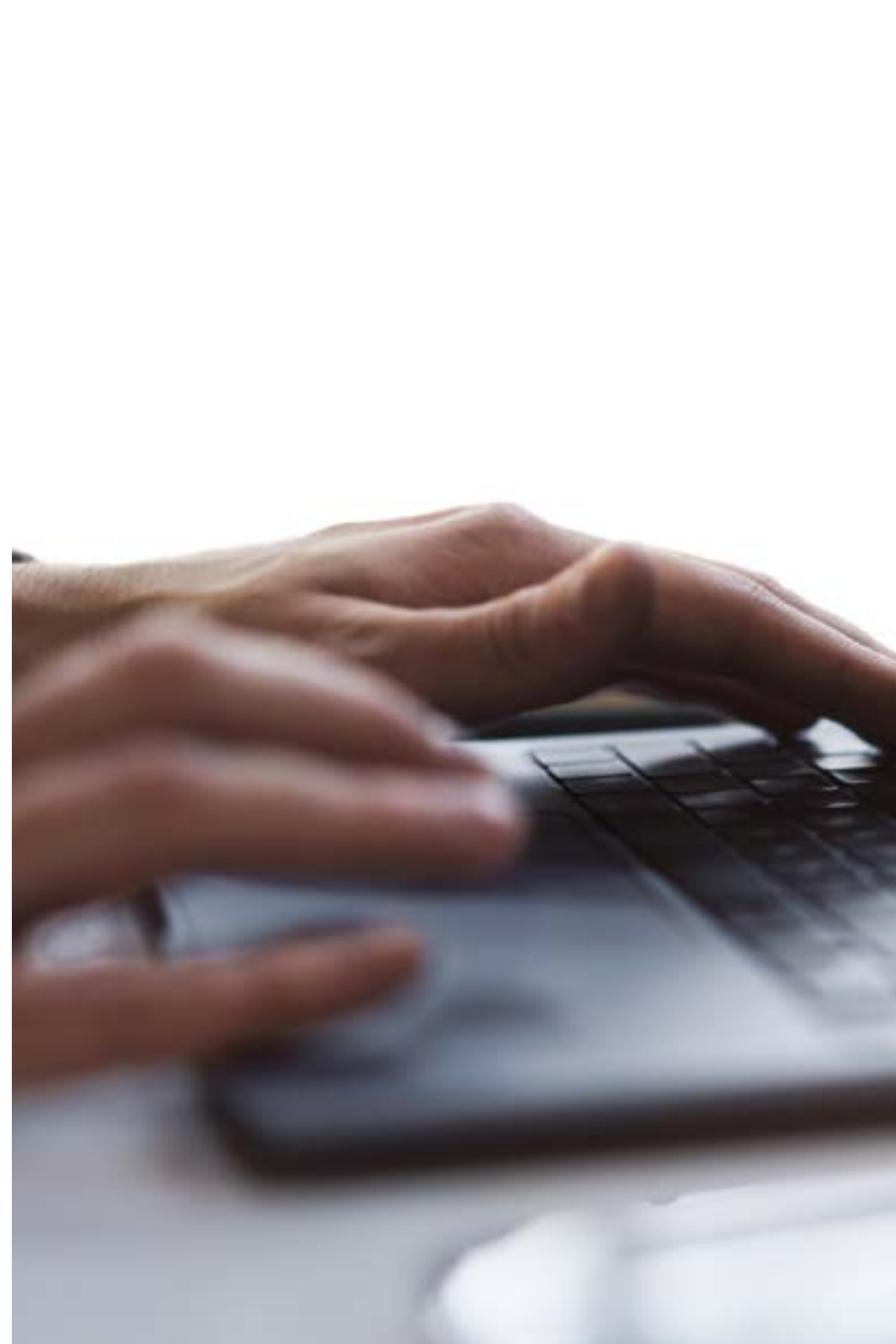
In TECH's study methodology, the student is the main protagonist.

The teaching tools of each program have been selected taking into account the demands of time, availability and academic rigor that, today, not only students demand but also the most competitive positions in the market.

With TECH's asynchronous educational model, it is students who choose the time they dedicate to study, how they decide to establish their routines, and all this from the comfort of the electronic device of their choice. The student will not have to participate in live classes, which in many cases they will not be able to attend. The learning activities will be done when it is convenient for them. They can always decide when and from where they want to study.

“

*At TECH you will NOT have live classes
(which you might not be able to attend)”*



The most comprehensive study plans at the international level

TECH is distinguished by offering the most complete academic itineraries on the university scene. This comprehensiveness is achieved through the creation of syllabi that not only cover the essential knowledge, but also the most recent innovations in each area.

By being constantly up to date, these programs allow students to keep up with market changes and acquire the skills most valued by employers. In this way, those who complete their studies at TECH receive a comprehensive education that provides them with a notable competitive advantage to further their careers.

And what's more, they will be able to do so from any device, pc, tablet or smartphone.

“

TECH's model is asynchronous, so it allows you to study with your pc, tablet or your smartphone wherever you want, whenever you want and for as long as you want”

Case Studies and Case Method

The case method has been the learning system most used by the world's best business schools. Developed in 1912 so that law students would not only learn the law based on theoretical content, its function was also to present them with real complex situations. In this way, they could make informed decisions and value judgments about how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

With this teaching model, it is students themselves who build their professional competence through strategies such as Learning by Doing or Design Thinking, used by other renowned institutions such as Yale or Stanford.

This action-oriented method will be applied throughout the entire academic itinerary that the student undertakes with TECH. Students will be confronted with multiple real-life situations and will have to integrate knowledge, research, discuss and defend their ideas and decisions. All this with the premise of answering the question of how they would act when facing specific events of complexity in their daily work.



Relearning Methodology

At TECH, case studies are enhanced with the best 100% online teaching method: Relearning.

This method breaks with traditional teaching techniques to put the student at the center of the equation, providing the best content in different formats. In this way, it manages to review and reiterate the key concepts of each subject and learn to apply them in a real context.

In the same line, and according to multiple scientific researches, reiteration is the best way to learn. For this reason, TECH offers between 8 and 16 repetitions of each key concept within the same lesson, presented in a different way, with the objective of ensuring that the knowledge is completely consolidated during the study process.

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.



A 100% online Virtual Campus with the best teaching resources

In order to apply its methodology effectively, TECH focuses on providing graduates with teaching materials in different formats: texts, interactive videos, illustrations and knowledge maps, among others. All of them are designed by qualified teachers who focus their work on combining real cases with the resolution of complex situations through simulation, the study of contexts applied to each professional career and learning based on repetition, through audios, presentations, animations, images, etc.

The latest scientific evidence in the field of Neuroscience points to the importance of taking into account the place and context where the content is accessed before starting a new learning process. Being able to adjust these variables in a personalized way helps people to remember and store knowledge in the hippocampus to retain it in the long term. This is a model called Neurocognitive context-dependent e-learning that is consciously applied in this university qualification.

In order to facilitate tutor-student contact as much as possible, you will have a wide range of communication possibilities, both in real time and delayed (internal messaging, telephone answering service, email contact with the technical secretary, chat and videoconferences).

Likewise, this very complete Virtual Campus will allow TECH students to organize their study schedules according to their personal availability or work obligations. In this way, they will have global control of the academic content and teaching tools, based on their fast-paced professional update.



The online study mode of this program will allow you to organize your time and learning pace, adapting it to your schedule”

The effectiveness of the method is justified by four fundamental achievements:

1. Students who follow this method not only achieve the assimilation of concepts, but also a development of their mental capacity, through exercises that assess real situations and the application of knowledge.
2. Learning is solidly translated into practical skills that allow the student to better integrate into the real world.
3. Ideas and concepts are understood more efficiently, given that the example situations are based on real-life.
4. Students like to feel that the effort they put into their studies is worthwhile. This then translates into a greater interest in learning and more time dedicated to working on the course.

The university methodology top-rated by its students

The results of this innovative teaching model can be seen in the overall satisfaction levels of TECH graduates.

The students' assessment of the teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, obtaining a 4.9 out of 5.

Access the study contents from any device with an Internet connection (computer, tablet, smartphone) thanks to the fact that TECH is at the forefront of technology and teaching.

You will be able to learn with the advantages that come with having access to simulated learning environments and the learning by observation approach, that is, Learning from an expert.



As such, the best educational materials, thoroughly prepared, will be available in this program:



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.

This content is then adapted in an audiovisual format that will create our way of working online, with the latest techniques that allow us to offer you high quality in all of the material that we provide you with.



Practicing Skills and Abilities

You will carry out activities to develop specific competencies and skills in each thematic field. Exercises and activities to acquire and develop the skills and abilities that a specialist needs to develop within the framework of the globalization we live in.



Interactive Summaries

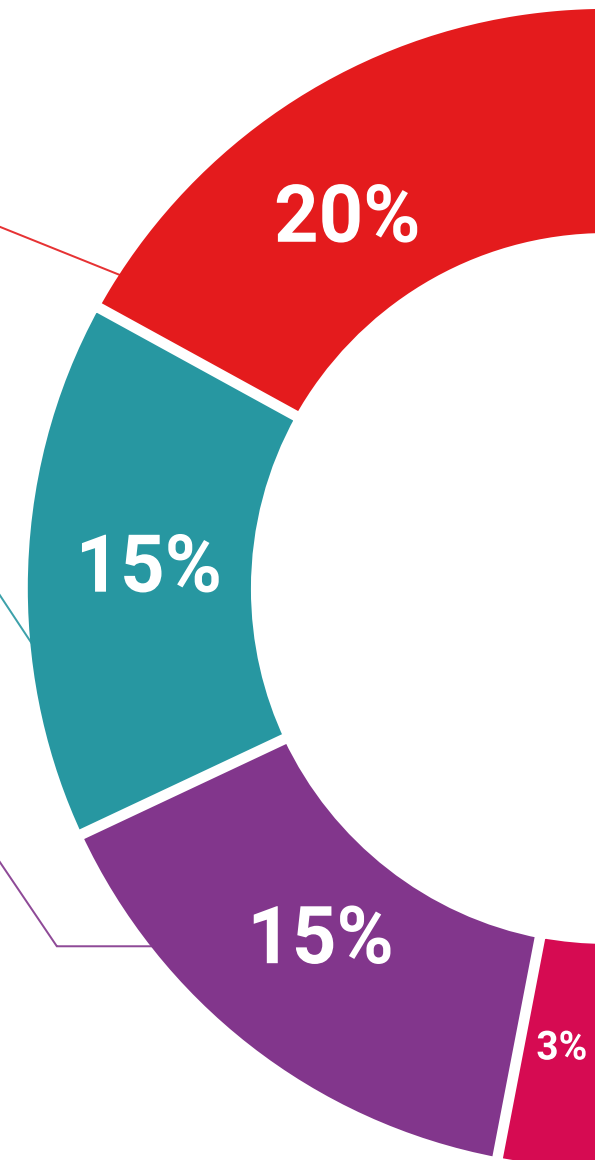
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

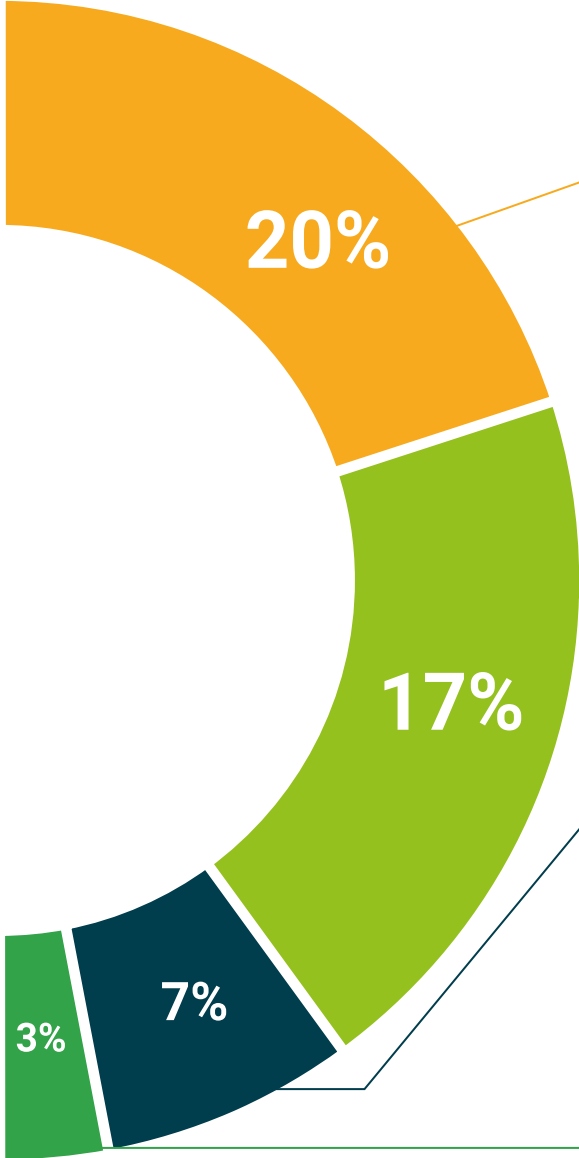
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



Additional Reading

Recent articles, consensus documents, international guides... In our virtual library you will have access to everything you need to complete your education.





Case Studies

Students will complete a selection of the best case studies in the field. Cases that are presented, analyzed, and supervised by the best specialists in the world.



Testing & Retesting

We periodically assess and re-assess your knowledge throughout the program. We do this on 3 of the 4 levels of Miller's Pyramid.



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 for future difficult decisions.



Quick Action Guides

TECH offers the most relevant contents of the course in the form of worksheets or quick action guides. A synthetic, practical and effective way to help students progress in their learning.



07

Teaching Staff

Loyal to its commitment to offering the most comprehensive and up-to-date university qualifications on the academic scene, TECH carries out a meticulous process to select its teaching staff. Thanks to this effort, the present Advanced Master's Degree has the participation of renowned experts in Senior Human Resources Management and Labor Relations. They have therefore produced a wide range of teaching materials that stand out both for their quality and for meeting the demands of the current labor market. Without a doubt, a high-intensity experience that will allow students to considerably broaden their professional horizons.





“

You will enjoy personalized advice from the teaching team, made up of true experts in Senior Human Resources Management and Labor Relations”

International Guest Director

With over 20 years of experience in designing and leading global **talent acquisition teams**, Jennifer Dove is an expert in **recruitment** and **technology strategy**. Throughout her career, she has held senior positions in several technology organizations within **Fortune 50** companies such as **NBCUniversal** and **Comcast**. Her track record has allowed her to excel in competitive, high-growth environments.

As **Vice President of Talent Acquisition** in **Mastercard**, she is responsible for overseeing talent onboarding strategy and execution, collaborating with business leaders and **Human Resources** managers to meet operational and strategic hiring objectives. In particular, she aims to **build diverse, inclusive** and **high-performing teams** that drive innovation and growth of the company's products and services. In addition, she is adept at using tools to attract and retain the best people from around the world. She is also responsible for **amplifying** Mastercard's **employer brand** and value **proposition** through publications, events and social media.

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of **Human Resources** professionals and contributing to the onboarding of numerous employees at different companies. After earning her bachelor's degree in **Organizational Communication** from the University of **Miami**, she has held management positions in recruitment for companies in various areas.

On the other hand, it has been recognized for its ability to lead organizational transformations, **integrate technologies** into **recruitment processes** and develop leadership programs that prepare institutions for future challenges. She has also successfully implemented **wellness programs** that have significantly increased employee satisfaction and retention.



Ms. Dove, Jennifer

- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition at NBCUniversal, New York, United States
Head of Recruitment at Comcast
- Director of Recruiting at Rite Hire Advisory, New York, United States
- Executive Vice President of the Sales Division at Ardor NY Real Estate
- Director of Recruitment at Valerie August & Associates
- Account Executive at BNC
- Account Executive at Vault
- Degree in Organizational Communication from the University of Miami

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International Guest Director

A technology leader with decades of experience in **major technology multinationals**, Rick Gauthier has developed prominently in the field of **cloudservices** and end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees.

He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at **Amazon** has allowed him to manage and integrate the company's IT services in the United States. At **Microsoft** he has led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

This experience has allowed him to stand out as a high-impact manager with remarkable abilities to increase efficiency, productivity and overall customer satisfaction.



Mr. Gauthier, Rick

- Regional IT Director at Amazon, Seattle, USA
- Senior Program Manager at Amazon
- Vice President of Wimmer Solutions
- Senior Director of Productive Engineering Services at Microsoft
- Degree in Cybersecurity from Western Governors University
- Technical Certificate in Commercial Diving from Divers Institute of Technology
- Degree in Environmental Studies from The Evergreen State College

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International Guest Director

Romi Arman is a renowned international expert with more than two decades of experience in **Digital Transformation, Marketing, Strategy and Consulting**. Through that extended trajectory, he has taken different risks and is a permanent **advocate** for **innovation** and **change** in the business environment. With that expertise, he has collaborated with CEOs and corporate organizations from all over the world, pushing them to move away from traditional business models. In this way, he has helped companies such as Shell Energy become **true market leaders**, focused on their **customers** and the **digital world**.

The strategies designed by Arman have a latent impact, as they have enabled several corporations **to improve the experiences of consumers, staff and shareholders** alike. The success of this expert is quantifiable through tangible metrics such as **CSAT, employee engagement** in the institutions where he has practiced and the growth of the **EBITDA financial indicator** in each of them.

Also, in his professional career, he has nurtured and **led high-performance teams** that have even received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: **meeting** customers' complex decarbonization **demands** supporting a "**cost-effective decarbonization**" and **overhauling** a fragmented **data, digital** and **technology** landscape. As such, his efforts have shown that in order to achieve sustainable success, it is essential to start from the needs of consumers and lay the foundations for the transformation of processes, data, technology and culture.

In addition, the executive stands out for his mastery of the **business applications of Artificial Intelligence**, a subject in which he holds a postgraduate degree from the London Business School. At the same time, he has accumulated experience in **IoT** and **Salesforce**.



Mr. Arman, Romi

- Chief Digital Officer (CDO)
- at Shell Energy Corporation, London, United Kingdom
- Global Director of E-Commerce and Customer Service
- at Shell Energy Corporation
- National Key Account Manager (Automotive OEM
- and Retail) for Shell in Kuala Lumpur, Malaysia
- Senior Management Consultant (Financial Services Sector) for Accenture from Singapore
- Bachelor's Degree from the University of Leeds
- Postgraduate Degree in Business Applications of AI for Senior Executives
- from the London Business School
- CCXP Customer Experience Professional Certification
- Executive Digital Transformation Course by IMD

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International Guest Director

Manuel Arens is an experienced data management professional and leader of a highly qualified team. In fact, Arens holds the position of **global purchasing manager** in Google's Technical Infrastructure and Data Center division, where he has spent most of his professional career. Based in Mountain View, California, he has provided solutions for the tech giant's operational challenges, such as **master data integrity, vendor data updates** and **vendor prioritization**. He has led data center supply chain planning and vendor risk assessment, generating improvements in vendor risk assessment, resulting in process improvements and workflow management that have resulted in significant cost savings.

With more than a decade of work providing digital solutions and leadership for companies in diverse industries, he has extensive experience in all aspects of strategic solution delivery, including **marketing, media analytics, measurement and attribution**. In fact, he has received a number of accolades for his work, including the **BIM Leadership Award**, the **Search Leadership Award**, the **Lead Generation Export Program Award** and the **Export Lead Generation Program Award** and the **EMEA Best Sales Model Award**.

Arens also served as **Sales Manager** in Dublin, Ireland. In this role, he built a team of 4 to 14 members over three years and led the sales team to achieve results and collaborate well with each other and cross-functional teams. He also served as **Senior Industry Analyst**, Hamburg, Germany, creating storylines for over 150 clients using internal and third party tools to support analysis. He developed and wrote in-depth reports to demonstrate his mastery of the subject matter, including understanding the **macroeconomic and political/regulatory factors** affecting technology adoption and diffusion.

He has also led teams at companies such as Eaton, Airbus and Siemens, where he gained valuable account management and supply chain experience. He is particularly noted for continually exceeding expectations by **building valuable customer relationships** and **working seamlessly with people at all levels of an organization**, including stakeholders, management, team members and customers. His data-driven approach and ability to develop innovative and scalable solutions to industry challenges have made him a prominent leader in his field.



Mr. Arens, Manuel

- Global Procurement Manager at Google, Mountain View, United States
- Senior Manager, B2B Analytics and Technology, Google, United States
- Sales Director - Google, Ireland
- Senior Industry Analyst at Google, Germany
- Accounts Manager - Google, Ireland
- Accounts Payable at Eaton, United Kingdom
- Supply Chain Manager at Airbus, Germany

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International Guest Director

Andrea La Sala is an experienced Marketing executive whose projects have had a significant impact on the Fashion environment. Throughout his successful career he has developed different tasks related to Products, Merchandising and Communication. All of this linked to with prestigious brands such as Giorgio Armani, Dolce&Gabbana, Calvin Klein, among others.

The results of this high-profile international executive have been linked to his proven ability to synthesize information in clear frameworks and execute concrete actions aligned to specific business objectives. In addition, he is recognized for his proactivity and adaptability to fast-paced work rhythms. To all this, this expert adds a strong commercial awareness,, market vision and a genuine passion for products.

As Global Brand and Merchandising Director at Giorgio Armani, he has overseen a variety of Marketing strategies for apparel and accesories. His tactics have also focused on the retail environment and consumer needs and behavior. From this position, La Sala has also been responsible for shaping the commercialization of products in different markets, acting as team leader in the Design, Communication and Sales departments..

On the other hand, in companies such as Calvin Klein or Gruppo Coin, he has undertaken projects to boost the structure, and development of different collections. He has been in charge of creating effective calendars for buying and selling campaings.

He has also been in charge of the terms, costs, processes and delivery times of different operations.

These experiences have made Andrea La Sala one of the main and most qualified corporate leaders in Fashion and Luxury. A high managerial capacity with which he has managed to effectively implement the positive positioning of different brands and redefine their key performance indicators (KPIs).



Mr. La Sala, Andrea

- ♦ Global Brand & Merchandising Director Armani Exchange at Giorgio Armani, Milan, Italy
- ♦ Merchandising Director at Calvin Klein
- ♦ Brand Manager at Gruppo Coin
- ♦ Brand Manager at Dolce&Gabbana
- ♦ Brand Manager at Sergio Tacchini S.p.A.
- ♦ Market Analyst at Fastweb
- ♦ Degree in Business and Economics from the University of Eastern Piedmont

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International Guest Director

Mick Gram is synonymous with innovation and excellence in the field of **Business Intelligence** internationally. His successful career is linked to leadership positions in multinationals such as **Walmart** and **Red Bull**. Likewise, this expert stands out for his vision to **identify emerging technologies** that, in the long term, achieve an everlasting impact in the corporate environment.

On the other hand, the executive is considered a **pioneer** in the **use of data visualization techniques** that simplified complex sets, making them accessible and facilitating decision making. This ability became the pillar of his professional profile, transforming him into a desired asset for many organizations that bet on **gathering information** and **generating concrete actions** from them.

One of his most outstanding projects in recent years has been the **Walmart Data Cafe platform**, the largest of its kind in the world that is anchored in the **cloud** aimed at **Big Data** analysis. In addition, he has held the position of **Director of Business Intelligence** at **Red Bull**, covering areas such as **Sales, Distribution, Marketing and Supply Chain Operations**. His team was recently recognized for its constant innovation regarding the use of Walmart Luminare's new API for Shopper and Channel insights.

As for his training, the executive has several Masters and postgraduate studies at prestigious centers such as the **University of Berkeley**, in the United States, and the **University of Copenhagen**, in Denmark. Through this continuous updating, the expert has attained cutting-edge competencies. Thereby, he has come to be considered a **born leader** of the **new global economy**, centered on the drive for data and its infinite possibilities.



Mr. Gram, Mick

- ♦ Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- ♦ Business Intelligence Solutions Architect for Walmart Data Cafe
- ♦ Independent Business Intelligence and Data Science Consultant
- ♦ Director of Business Intelligence at Capgemini
- ♦ Senior Analyst at Nordea
- ♦ Senior Business Intelligence Consultant at SAS
- ♦ Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- ♦ Executive MBA in e-commerce at the University of Copenhagen
- ♦ B.Sc. and M.Sc. in Mathematics and Statistics at the University of Copenhagen



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International Guest Director

Scott Stevenson is a distinguished expert in the **Digital Marketing** sector who, for more than 19 years, has been linked to one of the most powerful companies in the entertainment industry, **Warner Bros. Discovery**. In this role, he has played a fundamental role in **overseeing logistics** and **creative workflows** across various digital platforms, including social media, search, display and linear media.

This executive's leadership has been crucial in driving in **production strategies** in **paid media**, resulting in a **marked improvement** which has resulted in **company's conversion rates**. At the same time, he has assumed other roles, such as Director of Marketing Services and Traffic Manager at the same multinational during his former management.

Stevenson has also been involved in the global distribution of video games and **digital property campaigns**. He was also responsible for introducing operational strategies related to the formation, completion and delivery of sound and image content for **television commercials** and **trailers**.

In addition, he holds a Bachelor's degree in Telecommunications from the University of Florida and a Master's Degree in Creative Writing from the University of California, which demonstrates his proficiency in **communication** and **storytelling**. In addition, he has participated at Harvard University's School of Professional Development in cutting-edge programs on the use of **Artificial Intelligence** in **business**. Therefore, his professional profile stands as one of the most relevant in the current field of **Marketing** and **Digital Media**.



Mr. Stevenson, Scott

- Director of Digital Marketing at Warner Bros. Discovery, Burbank, United States
- Traffic Manager at Warner Bros. Entertainment.
- Master's Degree in Creative Writing from the University of California
- Bachelor's Degree in Telecommunications from the University of Florida

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International Guest Director

Awarded with the "International Content Marketing Awards" for her creativity, leadership and quality of her informative contents, Wendy Thole-Muir is a recognized **Communication Director** highly specialized in the field of **Reputation Management**.

In this sense, she has developed a solid professional career of more than two decades in this field, which has led her to be part of prestigious international reference entities such as **Coca-Cola**. Her role involves the supervision and management of corporate communication, as well as the control of the organizational image. Among her main contributions, she has led the implementation of the Yammer **internal interaction platform**. Thanks to this, employees increased their commitment to the brand and created a community that significantly improved the transmission of information.

On the other hand, she has been in charge of managing the communication of the companies' **strategic investments** in different African countries. An example of this is that she has managed dialogues around significant investments in Kenya, demonstrating the commitment of the entities to the economic and social development of the country. At the same time, she has achieved numerous **recognitions** for her ability to manage the perception of the firms in all the markets in which it operates. In this way, she has ensured that companies maintain a high profile and consumers associate them with high quality.

In addition, in her firm commitment to excellence, she has actively participated in renowned global **Congresses and Symposiums** with the objective of helping information professionals to stay at the forefront of the most sophisticated techniques to **develop successful strategic communication plans**. In this way, she has helped numerous experts to anticipate institutional crisis situations and to manage adverse events in an effective manner.



Ms. Thole-Muir, Wendy

- ♦ Director of Strategic Communications and Corporate Reputation at Coca-Cola, South Africa
- ♦ Head of Corporate Reputation and Communications at ABI at SABMiller de Lovania, Belgium
- ♦ Communications Consultant at ABI, Belgium
- ♦ Reputation and Communications Consultant at Third Door in Gauteng, South Africa
- ♦ Master's Degree in Social Behavioral Studies, University of South Africa
- ♦ Master's Degree in Sociology and Psychology, University of South Africa
- ♦ Bachelor's Degree in Political Science and Industrial Sociology from the University of KwaZulu-Natal
- ♦ Bachelor's Degree in Psychology from the University of South Africa

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Management



Mr. González Ferrer, Óliver

- ♦ Director of Communication - Strategic Project Planning at Trabajando.com
- ♦ Marketing and Communication Manager at Trabajando.com
- ♦ Sociologist at the Fuerteventura Council
- ♦ Master's Degree in Advertising and Communication at the Pontifical Comillas University
- ♦ Degree in Sociology at the University of La Laguna

Professors

Ms. Olmos Otero, Leire

- ♦ HR Manager at Sea & Ports MGM
- ♦ HR Manager at Marguisa Shipping Lines
- ♦ HR Technician at Prodemsas Asesores Legales y Tributales
- ♦ Master's Degree in Labor Law Consultancy
- ♦ Diploma in Labor Relations from Rey Juan Carlos University

Mr. Caparrós Jiménez, Javier

- ♦ Head of Professional Recruitment at ManpowerGroup
- ♦ International Director from HR Consulting at Universia
- ♦ General Director of Recruitment at Hay Group
- ♦ Director of Key Accounts - Area Manager at Ajilon
- ♦ Master's Degree in Legal Practice at Colex
- ♦ Law degree from the Autonomous University of Madrid.

Ms. Cañas García, Ana

- ♦ Interim Chief of Staff at Jotelulu
- ♦ Partner-consultant and coordinator of the Digital Talent area at Coherentis
- ♦ Digital Talent Consultant at Talenttics
- ♦ International Recruitment Consultant at Binternational Group
- ♦ Recruitment Consultant at ARG Human Resources Advisor
- ♦ Degree in Law from the Carlos III University
- ♦ Graduate in Labor Relations from the

Ms. Lago Burgos, Iria

- ♦ Communication Manager at Obremo Group
- ♦ Communication, Marketing and Events at Innova&acción
- ♦ Corporate Communication and Marketing Coordinator at Trabajando.com
- ♦ Social Media Manager & Content Creator in MaDI
- ♦ Advanced Protocol at Communication, Marketing and Protocol
- ♦ Degree in Journalism from the Carlos III University

Dr. Ruiz Rodríguez, Raquel

- ♦ Director at Rétate Consulting, Talent and Science School
- ♦ Radio collaborator in the program "Rompiendo las Reglas"
- ♦ Director of Career Development
- ♦ HR Manager at Bureau Veritas
- ♦ PhD in Business Leadership from Rey Juan Carlos University
- ♦ Official Master's Degree in Neuromanagement from the Rey Juan Carlos University
- ♦ Gold level Master's Degree in Coaching at IEC
- ♦ Master's Degree in Human Resources at IMF
- ♦ Degree in Labor Relations from the University of Valencia

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Certificate

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