

# Advanced Master's Degree Senior Management of Business Projects

A M D S M B P



## Advanced Master's Degree Senior Management of Business Projects

- » Modality: online
- » Duration: 2 years
- » Certificate: TECH Technological University
- » Dedication: 16h/week
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-management-business-projects](http://www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-management-business-projects)

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# 01 Welcome

To lead a company to success, top-level managers have to be capable of coming up with the answers to today's economic challenges. Unfortunately, a number of events that have occurred in recent years have resulted in economic crises, instability and a great deal of uncertainty. For this reason, having the right personnel with top-tier management skills is essential for a company to be able to achieve its objectives. This program offers professionals the opportunity to integrate the best management, leadership and direction techniques applied to the administration of business projects into their skill set. This course will provide them with the most advanced content in predictive methodologies, change management or total quality management in organizations, enabling them to become great managers. All this, with the support of the most prestigious teaching staff in this field, and with a 100% online teaching methodology that is easily adaptable to the personal circumstances of any professional.



Advanced Master's Degree in Senior Management of Business Projects.  
TECH Technological University



“

*This program will allow you to master all the fundamental aspects involved in managing any type of business project, and will prepare you to lead your company to immediate success”*

02

# Why Study at TECH?

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



“

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

## At TECH Technological University



### Innovation

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

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



### The Highest Standards

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

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



### Networking

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

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

**200+**  
different nationalities



### Empowerment

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

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



### Talent

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

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



### Multicultural Context

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

TECH students represent more than 200 different nationalities.



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



### Analysis

---

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



### Academic Excellence

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



### Economy of Scale

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



### Learn with the best

---

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

Teachers representing 20 different nationalities.



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

03

# Why Our Program?

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

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



“

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

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

**01**

### A significant career boost

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

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

**02**

### Develop a strategic and global vision of companies

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

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

**03**

### Consolidate the student's senior management skills

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

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

**04**

### Take on new responsibilities

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

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

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

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

06

### Thoroughly develop business projects

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

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

07

### Improve soft skills and management skills

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

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

08

### Be part of an exclusive community

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

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

# 04 Objectives

The main objective of this Advanced Master's Degree is to bring professionals closer to the best methods in business management, in a thorough and integral way, covering all the relevant aspects involved in this area. To this end, we have a renowned teaching staff made up of active specialists, the most in-depth and up-to-date syllabus which has been designed to respond to all current challenges in business, and the most innovative learning methodology, prepared so that students can combine their work alongside their studies.



“

*This program will allow you to achieve all your goals and help your company meet its objectives. Don't wait any longer, enrol today”*



TECH makes the goals of their students their own goals too.  
Working together to achieve them.

The **Advanced Master's Degree in Senior Management of Business Projects** qualifies students to:

01

Develop expertise in project, program and portfolio management

04

Determine why it is good practice to divide the project into phases

02

Determine how project management fits within organizations



03

Provide an overview of the different functional areas of a company or organization and their relationship with project management

05

Analyze the applicable process framework within each phase



06

Analyze the set of essential techniques for a professional Project Manager

08

Analyze the main globally standardized process frameworks for managing predictive projects



09

Examine the main differential elements between the main process frameworks

07

Determine how performance facts are to be communicated to the monitoring committee to make data-driven decisions

10

Determine the role of the business analyst in predictive projects

11

Generate specialized knowledge about the practical tools and techniques used by Business Analysts

12

View tools as a means, rather than a goal, in project management

13

Categorize the tools applicable to project management

14

Expand in a practical way the use of representative tools

15

Develop a global understanding of the meaning and purpose of leadership in order to make a good and conscious use of management tools when managing people and teams

16

Integrate and use these tools in the day-to-day work of the project manager, as well as leadership and team management models, to facilitate the work of project management

18

Encourage self-criticism to achieve better results in their management and to continue to make continuous progress

19

Analyze the organizational structure of a multinational company and its influence on project management

17

Provide the project manager with the necessary guidelines to manage their projects and know how to identify successful and unsuccessful results

20

Generate specialized knowledge of the information security measures that a project manager should be aware of



21

Develop specialized knowledge on quality and its importance in organizations

22

Analyze Benchmarking for the benefit of the total quality of organizations

23

Develop the keys for the implementation of a quality management system

24

Participate in the development, implementation and management of a quality management system in accordance with ISO 9001:215

25

Apply REDER methodology



26

Determine the scoring criteria of the model and perform the self-assessment

28

Deepen the understanding of the aspects of environmental impact in terms of regulations and principles on which it is based in order to be able to carry out adequate evaluations

29

Effectively review environmental indicators by adding value to environmental evaluations

27

Determine the environmental responsibilities and legal framework applicable to organizations

30

Focus the environmental management system with the objective of minimizing environmental impacts and prioritizing continuous improvement



31

Comply with current regulations and have the minimum documentation required to develop a correct prevention management system

32

Analyze the operational management of occupational risk prevention in order to be able to carry out effective risk prevention management

33

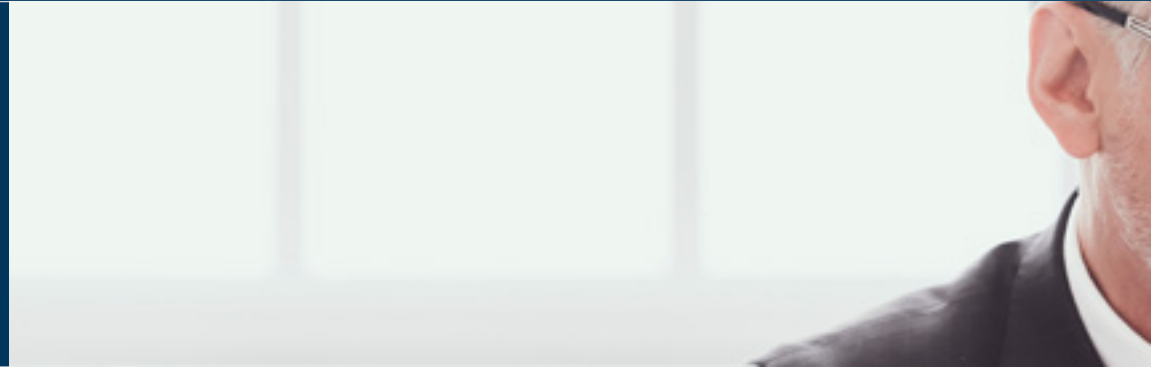
Elaborate an adequate hazard identification and risk assessment in occupational safety and health

34

Focus the occupational risk prevention management system on the main objective of minimizing occupational accidents and, in addition, prioritizing continuous improvement

35

Integrate corporate social responsibility into the strategic line of the organization



36

Include corporate social responsibility in people through equality and non-discrimination

38

Interpret and apply the different standards that explain the integration of management systems



39

Analyze the principles on which audits are based and which should prevail during the development of the audits

37

Enable to carry out an aligned policy in all systems that are part of the integration

40

Generate specialized knowledge for the implementation of the audit program in order to carry out audits in the most effective and efficient manner

# 05 Skills

In its quest to offer the best academic experience, TECH has designed its learning method to be eminently hands-on. Therefore, throughout the program, the professional will develop the best management techniques, which they will be able to put into practice at their place of work. This Advanced Master's Degree, therefore, is defined by its applicability, transmitting knowledge which is transferable to the business field, and its innovative contents which will allow the student to get themselves up to date with the latest advances in this area.





“

*All the management and leadership skills needed to drive a great business project can be found in this program”*

01

Project management in a large organization environment

04

Manage projects in a multinational environment

02

Working as line managers in operational or support departments



03

Have an integrated vision aimed at always maximizing the results of the projects and their benefits for the business and the beneficiaries of their execution

05

Manage team members and project stakeholders

06

Act as a true manager/catalyst for change in organizations

08

Represent the company and the project to customers and suppliers



09

Know, in-depth, the environment and predictive methodologies that can help to act safely

07

Act in the environment of a large company or organization

10

Understand the different management approaches and strategies to meet the challenge of achieving project objectives

11

Deepen knowledge of compensation as a strategic management tool

12

Be able to implement Integrated Management Systems in the areas of Quality, Environment, PRL, CSR and Information Security, based on internationally recognized standards

13

Improve the internal processes of organizations in the areas of quality, environment, PRL, CSR and information security through knowledge of key tools





14

Apply the requirements defined by the reference standards for each of the five areas of application

15

Design an integrated management plan for the company that helps the continuous improvement of the organization

16

Develop and improve leadership and management skills to implement any MIS required by a company

06

# Structure and Content

This Advanced Master's Degree in the Senior Management of Business Projects is structured into 20 specialized modules, through which the professional will be able to deepen their understanding of the best project governance tools, leadership in project management, decision making, negotiation and conflict management, environmental management in organizations, in addition to the management of occupational risk prevention in organizations, among others.



“

*You won't find a more complete syllabus focused on high level business project management”*

## Syllabus

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

Throughout 3,000 hours of study, students will analyze a multitude of practical cases through individual work, achieving high quality learning that can be applied to their daily practice. It is, therefore, an authentic immersion in real business situations.

This program deals in depth with the main areas of senior business project management from a strategic, international and innovative perspective.

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

This program takes place over 24 months and is divided into 20 modules:

<b>Module 1</b>	Project Management with Predictive Methodologies
<b>Module 2</b>	Management: Business Organization and Project Management
<b>Module 3</b>	Project Life Cycles in Predictive Methodologies
<b>Module 4</b>	"Hard Skills for Project Management
<b>Module 5</b>	Predictive Project Management Methodologies and Frameworks
<b>Module 6</b>	Requirements Management in Predictive Projects
<b>Module 7</b>	Technological Tools to Aid Predictive Project Management
<b>Module 8</b>	Leadership and People Management. Project Management and Change Management in Large Organizations
<b>Module 9</b>	Competencies and Soft Skills for Project Managers
<b>Module 10</b>	Legal Aspects for Project Management



<b>Module 11</b>	Total Quality Management in Organizations
<b>Module 12</b>	ISO 9001 Quality Management System: 2015
<b>Module 13</b>	The EFQM Model. Excellence Management
<b>Module 14</b>	Environmental Management in Organizations
<b>Module 15</b>	ISO 14001 Environmental Management System: 2015
<b>Module 16</b>	Management of Occupational Risk Prevention in the Organizations
<b>Module 17</b>	Occupational Risk Prevention Management System ISO 45001: 2018
<b>Module 18</b>	Corporate Social Responsibility and Information Security ISO 27001
<b>Module 19</b>	Integration of Management Systems
<b>Module 20</b>	Audits of Integrated Management Systems based on the ISO 19011 Standard: 2018

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

TECH offers the possibility of developing this Advanced Master's Degree in Senior Management of Business Projects completely online. Over the course of 24 months, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

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

**Module 1. Project Management with Predictive Methodologies**

**1.1. Project Management**

- 1.1.1. Projects Vs. Operations. Process and Project
- 1.1.2. Project Management. Relevance
- 1.1.3. VUCA Environments and Project Management
- 1.1.4. Environment Overview: Predictive Methodologies and Agile Environments

**1.2. Project, Program and Portfolio Management**

- 1.2.1. Differences between Project, Program and Portfolio Management
- 1.2.2. Alignment with the Business and the Organization's Strategy
- 1.2.3. Organizational Project Management (OPM)

**1.3. Organizational Structure of the Project**

- 1.3.1. The Project Manager's Role, Functions and Attributions
- 1.3.2. Functions and Responsibilities
- 1.3.3. The Project Team
- 1.3.4. Customer Orientation and Results Orientation

**1.4. The Project Management Process: Activities and Management Areas**

- 1.4.1. Management Effort Vs. Execution Effort
- 1.4.2. Management Areas in Any Project
- 1.4.3. Project management Methodology in the Organization

**1.5. Life Cycle of Technological Projects**

- 1.5.1. Life Cycles in the Organization Depending on the Type of Projects (R&D, Implementation, Product Design, etc.)
- 1.5.2. Internal Standardization: Standard Lifecycle in the Organization
- 1.5.3. Projects and Subprojects, Phases and Activities

**1.6. Entrepreneurship Environments of Projects**

- 1.6.1. Environments and Reasons to Undertake Projects. Project Selection
- 1.6.2. Company Projects and Projects Guided by the Administration. Contracting Vs. Bidding Processes
- 1.6.3. Offer and Commitment to the Client and the Promoter. Definition Vs. Formulation of Projects
- 1.6.4. Relationship between the Execution Environment and the Methodology to be Used

**1.7. The Evaluation of the Project's Results**

- 1.7.1. Project Performance Evaluation Techniques
- 1.7.2. Internal Evaluation of Results for the Organization
- 1.7.3. Fulfilment of Requirements Vs. Satisfaction of Customer's Expectations
- 1.7.4. Value Assurance and Long-Term Effects

**1.8. Project Management in the Context of Large Systems**

- 1.8.1. Relationship between Project Management and Systems Engineering
- 1.8.2. Systemic Vision of Project Management
- 1.8.3. Influence of the Degree of Complexity on Project Management

**1.9. Project Management in the Context of Small Organizations**

- 1.9.1. Project Management applied in the SME Environment
- 1.9.2. Micro-projects and Adaptation of the Methodology
- 1.9.3. Project Management Outsourcing

**1.10. Current Trends in Project Management**

- 1.10.1. Neither Predictive nor Agile: Hybridization
- 1.10.2. Lean Project Management
- 1.10.3. Projects and Digital Transformation
- 1.10.4. Impact of New Technologies on Project Management

**Module 2. Management: Business Organization and Project Management**
**2.1. Organization and Functional Areas of an Organization**

- 2.1.1. Management of the Organization: Shareholders' Meeting, Steering Committee and Chief Executive Officer
- 2.1.2. Cross-cutting Areas: Finance, HR, Quality, Purchasing, Logistics
- 2.1.3. Commercial, Product and Marketing Areas
- 2.1.4. Operational Areas by Processes and Projects. R&D, Production Engineering, Facilities, Operations
- 2.1.5. Sales (pre-sales, post-sales), Operations and Maintenance Support

**2.2. Project Management Oriented Organizational Structures**

- 2.2.1. Types of Organization in the Structure of the Company
- 2.2.2. Matrix-type Organizational Structures Oriented to Project Execution
- 2.2.3. Complexity of Relationships between Functional Areas. Resource Sharing

**2.3. Corporate Finance and Economics**

- 2.3.1. Financial Information and Decision Making
- 2.3.2. Financial Statements. Balance Sheet and Income Statement
- 2.3.3. Investment Analysis. Change in Monetary Value over Time

**2.4. Cost Management**

- 2.4.1. Classification and Types of Costs
- 2.4.2. Allocation of Direct and Indirect Costs
- 2.4.3. Cost Management Associated with Project Management

**2.5. Quality Applied to Project Management**

- 2.5.1. Product Quality and Project Quality
- 2.5.2. Relationship between Committed Scope and Quality
- 2.5.3. Quality Control Vs. Quality Assurance
- 2.5.4. Value Generation and Elimination of Waste

**2.6. Project Financial Management**

- 2.6.1. Analysis of Project Profitability
- 2.6.2. The Project as an Investment. ROI (Return on Investment)
- 2.6.3. Project Financing

**2.7. People Management**

- 2.7.1. HR Department Functions and Processes in an Organization
- 2.7.2. People Management as a Strategic Element in an Organization
- 2.7.3. Development and Career Plans. Definition of the Role of the Project Manager

**2.8. The Project Management Office (PMO)**

- 2.8.1. Functions and Types of PMO
- 2.8.2. Strategic Management Support
- 2.8.3. People Management Support
- 2.8.4. Logistics and Procurement Support

**2.9. Project Management and Change Management**

- 2.9.1. Change Management
- 2.9.2. Projects as an Element of Change in Organizations
- 2.9.3. Change Management applied to Project Management

**2.10. Business Analysis and Project Management**

- 2.10.1. Business Value Analysis Processes
- 2.10.2. Relationship between BA and Project, Program and Portfolio Management
- 2.10.3. The Role of the Project Manager in Business Analysis

**Module 3. Project Life Cycles in Predictive Methodologies**

**3.1. Project Development Life Cycles**

- 3.1.1. Waterfall Project Development Life Cycles
- 3.1.2. Agile Project Development Life Cycles
- 3.1.3. Hybrid Project Development Life Cycles

**3.2. The Generic Life Cycle for Project Management**

- 3.2.1. Product Vs. Project Life Cycle
- 3.2.2. Phases of a Project
- 3.2.3. Phase Revisions

**3.3. Project Start**

- 3.3.1. Project Start-up and Definition Issues
- 3.3.2. Act of Incorporation of a Predictive Project
- 3.3.3. Agile Project Charter

**3.4. Modelling of Project Management Elements**

- 3.4.1. Requirements Planning
- 3.4.2. Work Package Planning
- 3.4.3. Activity Planning

**3.5. Complete Project Modelling**

- 3.5.1. Scope Baseline
- 3.5.2. Baseline Schedule
- 3.5.3. Baseline Costs and Financing

**3.6. Project Management Plan**

- 3.6.1. Stakeholder, Communications and Resource Management Planning
- 3.6.2. Quality Management Planning and Procurement
- 3.6.3. Risk Planning

**3.7. Direction and Management of Project Execution**

- 3.7.1. Leading the Team
- 3.7.2. Involve Stakeholders
- 3.7.3. Knowledge Management
- 3.7.4. Implement Risk Response
- 3.7.5. Quality Management
- 3.7.6. Procurement

**3.8. Monitoring and Control of the Technical Performance of the Project**

- 3.8.1. Control of Baselines
- 3.8.2. Control of Resources
- 3.8.3. Risk Control
- 3.8.4. Quality Control
- 3.8.5. Procurement Control

**3.9. Project Governance**

- 3.9.1. Project Governance Structures: PMO, Monitoring Committee and Change Control Committee
- 3.9.2. Monitoring Communications and Stakeholder Engagement
- 3.9.3. Functions of the Project Monitoring Committee
- 3.9.4. Functions of the Project Change Control Committee

**3.10. Project or Phase Closure**

- 3.10.1. Essential Tasks in Closing
- 3.10.2. The Lessons Learned Register
- 3.10.3. Common Errors in Closing
- 3.10.4. Administrative Closing and Customer Closing
- 3.10.5. Closure and Dissolution of the Project Team

**Module 4. "Hard Skills for Project Management"**
**4.1. Project Lines: Scope, Time and Cost**

- 4.1.1. Scope Baseline
- 4.1.2. Baseline Schedule
- 4.1.3. Cost Baseline

**4.2. Scope, Schedule and Cost Planning**

- 4.2.1. Duration and Cost Estimation Techniques
- 4.2.2. Planning of Financing Requirements
- 4.2.3. PERT Method

**4.3. Monitoring and Control of Scope, Schedule and Costs**

- 4.3.1. Critical Path Method
- 4.3.2. Critical Chain Method
- 4.3.3. Earned Value Method

**4.4. Project Management Scorecard**

- 4.4.1. Visual Representation of the Progress Information
- 4.4.2. Qualitative and Quantitative Scorecards
- 4.4.3. Key KPI and OKR Indicators

**4.5. Risk Management**

- 4.5.1. Uncertainty, Threat, Opportunity and Assumption
- 4.5.2. Risk Planning
- 4.5.3. Control Risks

**4.6. Qualitative Risk Management**

- 4.6.1. Risk Decomposition Structures
- 4.6.2. Risk Identification Techniques
- 4.6.3. Probability x Impact Matrix

**4.7. Quantitative Risk Management**

- 4.7.1. Expected Monetary Value Method
- 4.7.2. Decision Tree Method
- 4.7.3. Tornado Diagram Method

**4.8. Calculation of Reserves**

- 4.8.1. Term and Budget Reserves
- 4.8.2. Contingency Reserves
- 4.8.3. Management Reserves

**4.9. Project Follow-up**

- 4.9.1. Status Reports
- 4.9.2. Progress Reports
- 4.9.3. Change Log

**4.10. Monte Carlo Simulation**

- 4.10.1. Application of the Monte Carlo Simulation Method
- 4.10.2. Simulation of Time and Cost Range
- 4.10.3. Monte Carlo with Excel

Module 5. Predictive Project Management Methodologies and Frameworks

**5.1. Differences between a Framework and a Management Methodology**

- 5.1.1. Historical Evolution of Predictive Project Management Methodologies
- 5.1.2. Standards, Frameworks and Best Practice Guidelines
- 5.1.3. Main Project Management Doctrine Generating Agencies

**5.2. PMI (Project Management Institute)**

- 5.2.1. The PMI Organization
- 5.2.2. The Professional Project Manager (The Talent Triangle)
- 5.2.3. Other PMI Qualifications

**5.3. PMI's Project Management Framework: The PMBOK Guide**

- 5.3.1. People in Project Management
- 5.3.2. Business Environment in Project Management
- 5.3.3. Project Management Processes

**5.4. Other PMI Management Frameworks**

- 5.4.1. Program Management Standard
- 5.4.2. Portfolio Management Standard
- 5.4.3. Organizational Project Management Maturity Standard

**5.5. ISO-21500**

- 5.5.1. Project Management Process Groups
- 5.5.2. Project Management Subject Groups
- 5.5.3. Project Management Process Framework

**5.6. PRINCE2**

- 5.6.1. Principles of Project Management
- 5.6.2. Project Management Topics
- 5.6.3. Project Management Processes

**5.7. Framework IPMA**

- 5.7.1. Project Management Perspectives
- 5.7.2. People in Project Management
- 5.7.3. Project Management Practices

**5.8. Project Management Methodology (PM2)**

- 5.8.1. Governance and Project Management Life Cycle
- 5.8.2. Project Management Processes
- 5.8.3. Project Management Artifacts

**5.9. Logical Framework Approach (LFA)**

- 5.9.1. Areas of Application of MLE
- 5.9.2. Project Matrix: Objectives, Results, Activities,
- 5.9.3. Practical Examples EML

**5.10. PM4R**

- 5.10.1. Project Start
- 5.10.2. Project Planning
- 5.10.3. Project Monitoring and Control

**Module 6. Requirements Management in Predictive Projects**
**6.1. Requirements Management in Predictive Projects**

- 6.1.1. Business Analysis in Projects
- 6.1.2. Project and Product Requirements
- 6.1.3. Obtaining Project Requirements

**6.2. Requirements Management**

- 6.2.1. Inadequate Requirements Management as a Cause of Project Failure
- 6.2.2. The Role and Function of the Business Analyst, According to the PMI®
- 6.2.3. PMI-PBA® Certification
- 6.2.4. Project Management Institute (PMI®): A Practical Guide to Business Analysis
- 6.2.5. International Institute of Business Analysis (IIBA®): Business Analysis Body of Knowledge® (BABOK®)
- 6.2.6. Requirements Management Domains
- 6.2.7. Types of Project Requirements

**6.3. Business Needs Assessment**

- 6.3.1. Business Need
- 6.3.2. Value Proposition
- 6.3.3. Project Objectives
- 6.3.4. Identification of Interested Parties
- 6.3.5. Stakeholder Values

**6.4. Requirements Management Planning**

- 6.4.1. Context of the Project
- 6.4.2. Requirements Traceability Planning
- 6.4.3. Requirements Management Planning
- 6.4.4. Requirements Change Management Planning

**6.5. Requirements Analysis**

- 6.5.1. Compilation of Requirements
- 6.5.2. Analysis, Decomposition and Elaboration of Requirements
- 6.5.3. Comparison of the Requirements with the Product Scope
- 6.5.4. Location of Requirements
- 6.5.5. Obtaining Formal Approval of Requirements
- 6.5.6. Specification of Requirements
- 6.5.7. Validation of Requirements
- 6.5.8. Specification of Acceptance Criteria

**6.6. Traceability and Requirements Control**

- 6.6.1. Traceability of Requirements
- 6.6.2. Requirements Status Monitoring
- 6.6.3. Requirements Status Update
- 6.6.4. Communication of Requirements
- 6.6.5. Management of Changes in Requirements

**6.7. Evaluation of Requirements Management**

- 6.7.1. Validation of Test Results
- 6.7.2. Analysis of Non-conformities ( Solution Gaps)
- 6.7.3. Obtaining Formal Approval of the Solution
- 6.7.4. Evaluation of the Results of the Solution

**6.8. Risk Management Associated with Project Requirements**

- 6.8.1. Risk Identification based on Project and Product Requirements
- 6.8.2. Specific Risks Related to Requirements Management
- 6.8.3. Risk Management Plan Associated with Traceability Requirements
- 6.8.4. Real Options in the Face of Inaccurate of Requirements

**6.9. Quality Management Associated with Requirements Management**

- 6.9.1. Project Quality and Quality Requirements
- 6.9.2. Requirements Management as a Critical Factor for Project Success
- 6.9.3. Project Quality Vs. Conformity to Requirements

**6.10. Competencies Associated to Requirements Management**

- 6.10.1. Business Vision
- 6.10.2. Complex Projects: Complexity Management
- 6.10.3. Systemic Thinking
- 6.10.4. Knowledge of the Political and Social Environment
- 6.10.5. Multiculturality
- 6.10.6. Facilitation Skills

**Module 7. Technological Tools to Aid Predictive Project Management**

**7.1. Technological Requirements in Project Economics**

- 7.1.1. Project Economics
- 7.1.2. The Project Manager's Technology Quotient
- 7.1.3. New Technological Needs and Solutions in Project Economics

**7.2. Roles for Collaborative Project Management**

- 7.2.1. Ways to Organize Projects
- 7.2.2. Demand Management Roles
- 7.2.3. Supply Management Roles

**7.3. Requirements Analysis Tools**

- 7.3.1. Mind Mapping Tools
- 7.3.2. Data Modelling Tools
- 7.3.3. Prototyping Tools

**7.4. Communication Tools in Virtual Teams**

- 7.4.1. Tools for Sharing Multimedia Objects
- 7.4.2. File Sharing Tools
- 7.4.3. Video-Conferencing Tools

**7.5. Instant Messaging Tools**

- 7.5.1. Practices with Telegram
- 7.5.2. Teams Internships
- 7.5.3. Internships with Slack

**7.6. Task Management Tools**

- 7.6.1. Practices with Trello
- 7.6.2. Internship with Planner
- 7.6.3. Practices with Asana

**7.7. Project Scheduling Tools**

- 7.7.1. Practical Dates Planning Practices
- 7.7.2. Cost Planning Practices
- 7.7.3. Date and Cost Control Practices

**7.8. Reporting Tools**

- 7.8.1. Practice with Graphs
- 7.8.2. Practices with Pivot Tables
- 7.8.3. Power BI Internships

**7.9. Project Governance Tools**

- 7.9.1. Portfolio and Program Management Internships
- 7.9.2. Multi-Project Management Internships
- 7.9.3. Practices with Dashboards

**7.10. The Future of Project Automation of Projects**

- 7.10.1. Artificial Intelligence Applied to Projects
- 7.10.2. Blockchain Applied to Projects
- 7.10.3. Big Data Applied to Projects



**Module 8. Leadership and People Management. Project Management and Change Management in Large Organizations**

<p><b>8.1. Evolution of Management. Types of Leadership</b></p> <p>8.1.1. From Team Management to Project Management, Leader and Manager (Kotter's Model)</p> <p>8.1.2. Leading People</p> <p>8.1.3. Managing People ("management")</p>	<p><b>8.2. Leading in VUCA Times</b></p> <p>8.2.1. The Challenges of the New Normal</p> <p>8.2.2. New Competencies to Develop to Become a Leader Adapted to the Vuca World</p> <p>8.2.3. Leadership in a Hybrid World (the Impact of New Models of Face-to-Face, Virtual, Hybrid Work)</p>	<p><b>8.3. Leadership in Project Management</b></p> <p>8.3.1. From Project Kick Off to the Closing &amp; Learn Model</p> <p>8.3.2. Management of Interrelationships Within and Outside the Team to Keep the Project Moving Forward</p> <p>8.3.3. Communication Milestones, Information and Feedback</p>	<p><b>8.4. Change Management in Organizations</b></p> <p>8.4.1. The Change Management Model (Kotter)</p> <p>8.4.2. The Change Curve (Kubler Ross)</p> <p>8.4.3. From the Business Strategy to the Concrete Project</p>
<p><b>8.5. Situational Leadership Model (Blanchard and Hersey)</b></p> <p>8.5.1. Level of Professional Maturity</p> <p>8.5.2. Motivation Level</p> <p>8.5.3. Adaptation to Circumstances, Context and Collaborators</p>	<p><b>8.6. Transformational Leadership Bas</b></p> <p>8.6.1. From Motivation to Inspiration</p> <p>8.6.2. To Give Meaning and Ethics, Exemplification in an Honest Dialogue</p> <p>8.6.3. Constant Preparation as Adaptation and Anticipation of the Future</p>	<p><b>8.7. Engagement Management</b></p> <p>8.7.1. Commitment</p> <p>8.7.2. Engagement Management</p> <p>8.7.3. How Engagement is Managed</p>	<p><b>8.8. Performance Management</b></p> <p>8.8.1. Objectives</p> <p>8.8.2. Conduct</p> <p>8.8.3. Skills</p> <p>8.8.4. Personal Development Plans</p>
<p><b>8.9. P.E.R.A. Management Model</b></p> <p>8.9.1. Plan - Execute</p> <p>8.9.2. Reporting - Feedback</p> <p>8.9.3. Sense of Urgency and Action Plans</p>	<p><b>8.10. The Leadership Contract or the Accountability Model of Vince Molinaro</b></p> <p>8.10.1. Responsibility</p> <p>8.10.2. From Challenge to Action</p> <p>8.10.3. Management of Difficult Situations and Decisions</p> <p>8.10.4. The Transversal Network: Network of the Future, the New Social Business Model</p> <p>8.10.5. Conclusions: Review of the Integration of the Models in Our Daily Leadership in Management and Project Management</p>		

**Module 9. Competencies and Soft Skills for Project Managers**

**9.1. Competencies of the Project Manager**

- 9.1.1. Technical Competencies
- 9.1.2. Competencies as a Leader Manager
- 9.1.3. Competencies as a Team Leader
- 9.1.4. Adaptation of Competencies to Remote, Digital and Virtual Leadership. Differences with Face-to-Face Relationships
- 9.1.5. Training for Continuous Skills Improvement for the 21st Century Through Core Skills

**9.2. Communication, an Essential Competency**

- 9.2.1. Communication
- 9.2.2. Ask Questions
- 9.2.3. Listening with all Senses

**9.3. Inspiring: Vision, Empathy and Assertiveness**

- 9.3.1. Inspire with Vision
- 9.3.2. Empathy, Putting Yourself in Other People's Places
- 9.3.3. Defense of their Own and the Project's Interests

**9.4. Negotiation and Conflict Management**

- 9.4.1. Negotiation and Stakeholder Relations
- 9.4.2. Mediation and Conflict Resolution
- 9.4.3. Courageous Conversations

**9.5. Personal Productivity and Effectiveness**

- 9.5.1. Time Management
- 9.5.2. Personal Organization
- 9.5.3. Resilience and Stress Management

**9.6. Decision-Making**

- 9.6.1. Requests for Justified Alternatives
- 9.6.2. Speed in the Decision Making Process (Sense of Urgency)
- 9.6.3. Decision-making Tools
- 9.6.4. The Key to Databases (Big Data)
- 9.6.5. Application of the Test and Learn Model

**9.7. Ethics and Professional Responsibility for Project Management**

- 9.7.1. Ethics in the Management of Projects
- 9.7.2. Application of Ethical Criteria
- 9.7.3. Making Difficult Decisions

**9.8. Initiative, Curiosity, Proactivity, Creativity and Innovation**

- 9.8.1. Training Keys for Proactivity and Initiative
- 9.8.2. Creativity Training Exercises
- 9.8.3. Systematics for Moving from Creativity to Innovation

**9.9. Teamwork**

- 9.9.1. Stages of Team Maturity
- 9.9.2. Collaboration for Creativity
- 9.9.3. Management of Enriching and Satisfying Meetings and Encounters
- 9.9.4. Feedback and Feedforward: the Keys to Giving, Asking for and Receiving Feedback
- 9.9.5. Feedback of Recognition, Constructive Criticism by Measuring Feedforward
- 9.9.6. Action Plans using the CSS Tool (Continue Start Stop)

**9.10. Competence Development of the Project Manager**

- 9.10.1. "Competence Gap"
- 9.10.2. Growth and Improvement Options and Strategies
- 9.10.3. Personal Development Plan
- 9.10.4. "Our Results Are Our Teachers."

**Module 10. Legal Aspects for Project**

Management

**10.1. Organization of a Multinational**

- 10.1.1. Characteristics of Multinational Enterprises
- 10.1.2. Types of Organizations according to their Structure and Degree of Decentralization
- 10.1.3. Role of the Legal Department and Identification of Stakeholders with Regulatory or Legal Influence

**10.2. Project Management in an International Environment. International Contracting Budgets**

- 10.2.1. Legal Fractionation and Permeability
- 10.2.2. Object. Conceptual Precisions
- 10.2.3. Sectors of Private International Law
- 10.2.4. Principle of Relativity
- 10.2.5. Regulatory Sources

**10.3. Legal Environment for a Project Manager**

- 10.3.1. Liability Mechanisms for Contractual Agreements
- 10.3.2. Contract and Contract Management
- 10.3.3. Obligations and Duties According to the Type of Contract
- 10.3.4. Monitoring of Compliance with Contractual Obligations

**10.4. Bodies to Turn to in the Event of a Conflict in the Project. Jurisdiction and Enforcement of Judgements**

- 10.4.1. Exclusive Forums and General Forum
- 10.4.2. Forum on Real Property Rights and Lease Agreements
- 10.4.3. Forum on Legal Entities
- 10.4.4. Validity or Nullity of Entries in Public Records
- 10.4.5. Special Forums
- 10.4.6. Contractual Obligations Forum
- 10.4.7. Non-Contractual Obligations Forum
- 10.4.8. Relevant Obligation
- 10.4.9. Express and Tacit Submission
- 10.4.10. Lis Pendens and Connectivity
- 10.4.11. Basic Notions on Jurisdiction and Enforcement of Judgements

**10.5. Responsibility**

- 10.5.1. Product Liability
- 10.5.2. Third-Party Liability
- 10.5.3. Insurance to be Contracted

**10.6. Alternative Dispute Resolution (ADR) Mechanisms Applied to Project Management**

- 10.6.1. Arbitration. Contractual Requirements for Requesting Arbitrations
- 10.6.2. Functioning of an Arbitration Court
- 10.6.3. Mediation and Conciliation International Mediation
- 10.6.4. Advantages and Disadvantages

**10.7. Legal Aspects of Supplier Management**

- 10.7.1. Procurement Cycle (purchasing) in the Company
- 10.7.2. Procurement Control Mechanisms
- 10.7.3. Legal Risks of the Relationship with the Supplier
- 10.7.4. Insurance and Penalties. Advantages and Disadvantages

**10.8. Requirements for Effective Third-Party Communication in the Legal Field**

- 10.8.1. Information Security and Privacy Measures
- 10.8.2. Data Protection. National and International Aspects. GDPR
- 10.8.3. Direct Marketing and Legitimate Interest
- 10.8.4. Corporate Control of the Employee
- 10.8.5. Types of Relationship with Third Parties
- 10.8.6. Complaints and Dispute Resolution

**10.9. Internet Regulatory Framework**

- 10.9.1. Regulation, Self-regulation and Co-Regulation
- 10.9.2. Internet Governance and Domain Name Management
- 10.9.3. Network Neutrality and Technological Convergence
- 10.9.4. Rights on the Internet: Right to Honor, Right to Privacy, Image Rights
- 10.9.5. E-commerce and Consumers
- 10.9.6. Intellectual Property in the Internet Field. Copyrights
- 10.9.7. Digital Assets and Protection Measures
- 10.9.8. Protection of the Online Marketplace

**10.10. Costs and Risks for the Project Associated with Regulations and Legality**

- 10.10.1. Identification and Prioritization of Risks Based on Legal Aspects
- 10.10.2. Estimate of Legal Costs and Reserves to be Included in the Project Budget
- 10.10.3. Legal Impact Control in an International Environment
- 10.10.4. The PMO (Project Management Office). Legal Aspects
  - 10.10.4.1. Legal and PMO Support to Project Management

- 10.10.4.2. Legal Aspects of Project Regulations to be Generated and Controlled from a PMO
- 10.10.4.3. Project Management under Agreements and Grants
- 10.10.4.4. Types of Official Project Reports: Executive Summary, Reports, Evaluations, Assessments, Audits and Reviews. Legal Aspects to be Included or Complied With

**Module 11. Total Quality Management in Organizations**

**11.1. Quality**

- 11.1.1. Quality in Organizations
- 11.1.2. The Economics of Quality, Quality Costs
- 11.1.3. Benefits of a Quality Management System
- 11.1.4. Integrated Systems in Business Management

**11.2. Quality Control and Management**

- 11.2.1. Quality Management
- 11.2.2. Total Quality as Business Excellence
- 11.2.3. Expert Contributions

**11.3. Comprehensive Quality**

- 11.3.1. Leadership and Total Quality Management. Deployment of Objectives
- 11.3.2. Total Quality Management. Loyalty
- 11.3.3. Total Quality and Information Technology Management
- 11.3.4. Total Quality and Knowledge Management
- 11.3.5. Process Re-engineering

**11.4. Total Quality Management**

- 11.4.1. Total Quality Management (TQM)
- 11.4.2. The Great Total Quality Models
- 11.4.3. The Key Elements of Total Quality: Teamwork
- 11.4.4. The PDCA or Continuous Improvement Scheme
- 11.4.5. The LEAN Concept and its relation to Total Quality

**11.5. Benchmarking**

- 11.5.1. Benchmarking and Total Quality
- 11.5.2. Types of Benchmarking
- 11.5.3. Benchmarking Stages

**11.6. Strategic Development of Total Quality**

- 11.6.1. Total Quality Strategies
- 11.6.2. Total Quality Information Systems
- 11.6.3. The Strategic Vision of Total Quality
- 11.6.4. Tools Related to the Strategies Used in Total Quality

**11.7. Process Approach in Total Quality**

- 11.7.1. Process Management
- 11.7.2. Process Start-Up
- 11.7.3. Process Management and Improvement based on PDCA Analysis
- 11.7.4. Relationship between Process Management and Management by Processes

**11.8. Standardization: Order and Cleanliness Based on 5S**

- 11.8.1. The 5S Step by Step
- 11.8.2. Implementation of the 5S
- 11.8.3. Benefits of 5S Implementation

**11.9. Total Quality Management Tools**

- 11.9.1. Improvement Teams
- 11.9.2. The 7 Classic Tools of Total Quality
- 11.9.3. Failure Modal Analysis (FMEA)
- 11.9.4. Taguchi Method

**11.10. Advanced Methodologies for Total Quality**

- 11.10.1. Kaizen. Tools
- 11.10.2. Improvement and Problem Solving Methodologies
- 11.10.3. Quality Engineering Tools
- 11.10.4. Six Sigma

**Module 12. ISO 9001 Quality Management System: 2015**
**12.1. Quality Management System**

- 12.1.1. Implementation of the Design of a Quality Management System
- 12.1.2. Customer Focus
- 12.1.3. Leadership
- 12.1.4. Staff Commitment
- 12.1.5. Process Based Focus
- 12.1.6. Continuous Improvement: Process, Stages and Tools (QFD and Value Analysis)

**12.2. ISO 9001 Standard: 2015**

- 12.2.1. ISO 9001 Development Factors: 2015
- 12.2.2. The High-Level Structure
- 12.2.3. The Management Software Adapted to the New ISO 9001:2015

**12.3. ISO 9001: 2015: References, Regulations and Scope of Application**

- 12.3.1. Terms and Definitions
- 12.3.2. Context of the Organization
- 12.3.3. Documented Information

**12.4. ISO 9001: 2015. Regulatory Approach**

- 12.4.1. Plan
- 12.4.2. Support
- 12.4.3. Surgery

**12.5. ISO 9001: 2015. Performance Evaluation**

- 12.5.1. Measurement, Analysis and Evaluation
- 12.5.2. Internal Audit
- 12.5.3. Management Review
- 12.5.4. External Audits

**12.6. Implementation and Implementation of a Quality Management System**

- 12.6.1. Documentation of a QMS
  - 12.6.1.1. Coding
  - 12.6.1.2. Records
  - 12.6.1.3. Models and Examples
- 12.6.2. Classification of Information in a QMS
- 12.6.3. Methodology and Critical Points of Implementation
- 12.6.4. SWOT Analysis

**12.7. Design of the Quality Management System**

- 12.7.1. QMS Requirements
- 12.7.2. QMS Planning
- 12.7.3. Planning of the Product or Service Realization Processes

**12.8. Management System Support**

- 12.8.1. Monitoring and Measurement Resources: People and Infrastructure
- 12.8.2. Competence, Awareness and Communication

**12.9. Leadership**

- 12.9.1. Management Commitment
- 12.9.2. Responsibility, Authority and Roles
- 12.9.3. ISO 9001:2015 Quality Management Review

**12.10. Operability of the Management System**

- 12.10.1. Production and Service Provision
  - 12.10.1.1. Control Measures
  - 12.10.1.2. Type of Control
  - 12.10.1.3. Scope of Control
- 12.10.2. Identification and Traceability

**Module 13. The EFQM Model. Excellence Management**

**13.1. EFQM Model**

- 13.1.1. Change and Transformation. Managing in a VUCA Environment
- 13.1.2. Keys to the EFQM model. EFQM Model Logic
- 13.1.3. Structure of the EFQM Model

**13.2. Management. Criterion 1: Purpose, Vision and Strategy**

- 13.2.1. Define Purpose and Vision
- 13.2.2. Identify and Stakeholder Needs
- 13.2.3. Understanding the Ecosystem, Own Capabilities and Key Challenges
- 13.2.4. Develop the Strategy
- 13.2.5. Design and Implement a Management and Governance System

**13.3. Management. Criterion 2: Organizational Culture and Leadership**

- 13.3.1. Driving the Culture of the Organization and Reinforcing Values
- 13.3.2. Creating the Conditions to Make Change Happen
- 13.3.3. Stimulate Creativity and Innovation
- 13.3.4. Unite and Commit around a Purpose, Vision and Strategy

**13.4. Implementation. Criterion 3: Stakeholder Engagement**

- 13.4.1. Customers: Building Sustainable Relationships
- 13.4.2. People: Attracting, Engaging, Developing, Developing and Retain Talent
- 13.4.3. Investors and Regulators: Securing and Maintaining Their Continued Support
- 13.4.4. Society: Contributing to its Development, Well-being and Prosperity
- 13.4.5. Partners and Suppliers: Building Relationships and Securing their Commitment to Create Sustainable Value

**13.5. Implementation. Criterion 4: Create Sustainable Value**

- 13.5.1. Designing and Creating Value
- 13.5.2. Communicating and Selling the Value Proposition
- 13.5.3. Develop and Deliver the Value Proposition
- 13.5.4. Design and Implement the Overall Experience

**13.6. Implementation. Criterion 5: Managing Performance and Transformation**

- 13.6.1. Manage Performance and Risk
- 13.6.2. Transforming the Organization for the Future
- 13.6.3. Driving Innovation and Leveraging Technology
- 13.6.4. Leveraging Data, Information and Knowledge
- 13.6.5. Manage Assets and Resources

**13.7. Results Criterion 6: Stakeholder Perception**

- 13.7.1. Customer Perception Results
- 13.7.2. People Perception Results
- 13.7.3. Investor and Regulator Perception Results
- 13.7.4. Society's Perception Results
- 13.7.5. Partner and Supplier Perception Results

**13.8. Results Criterion 7: Strategic and Operational Performance**

- 13.8.1. Achievements in the Attainment of Purpose, Strategy and Sustainable Value Creation
- 13.8.2. Fulfillment of the Expectations of Key Stakeholders
- 13.8.3. Economic and Financial Performance
- 13.8.4. Performance and Transformation Management Achievements
- 13.8.5. Predictive Measurements for the Organization's Future

**13.9. Logic of Excellence. Continuous Improvement. REDER Methodology**

- 13.9.1. REDER Logic
- 13.9.2. Application to the Direction and Execution Block
- 13.9.3. Application to the Results Block

**13.10. EFQM Scoring and Practical Applications**

- 13.10.1. EFQM Score
- 13.10.2. Practical Applications of the EFQM Model

**Module 14. Environmental Management in Organizations****14.1. The Environment**

- 14.1.1. The Role of the Environment in Organizations
- 14.1.2. Environmental Regulations
- 14.1.3. Benefits of a Quality Management System
- 14.1.4. Current Environmental Problems

**14.2. Identification and Evaluation of Environmental Aspects in Organizations**

- 14.2.1. Identification and Evaluation of Environmental Aspects
  - 14.2.1.1. Direct Vs. Indirect Aspects
- 14.2.2. Criteria for Evaluating Identified Environmental Aspects
  - 14.2.2.1. Assessment Criteria
  - 14.2.2.2. Significance of Environmental Aspects

**14.3. Environmental Risk Analysis and Assessment**

- 14.3.1. Context of the Organization
- 14.3.2. Environmental Risk Analysis
  - 14.3.2.1. Environmental Risks: Typology
  - 14.3.2.2. Types of Environmental Impacts
  - 14.3.2.3. Fragility and Vulnerability of the Environment
  - 14.3.2.4. Environmental Risk Identification Methods
- 14.3.3. Evaluation of Environmental Aspects
- 14.3.4. Assessment of Potential Damage to the Human, Natural and Socio-economic Environment
- 14.3.5. Control and Minimization Actions: Preventive Measures

**14.4. Sustainable Development and SDGs Applied to Business**

- 14.4.1. Evolution of Sustainable Development at the International Level
- 14.4.2. The United Nations and the 2030 Agenda
- 14.4.3. Millennium Goals Vs. SDG
- 14.4.4. The 17 SDGs and their Adaptation to Organizations

**14.5. Circular Economy**

- 14.5.1. Circular Economy and Application
- 14.5.2. European Union's Circular Economy Action Plan

**14.6. Legal Instruments for Combating Climate Change**

- 14.6.1. Legal Response to Climate Change
  - 14.6.1.1. Climate Change
  - 14.6.1.2. Major International Initiatives
    - 14.6.1.2.1. The Kyoto Protocol
    - 14.6.1.2.2. The Paris Agreement
- 14.6.2. The IPPCC
  - 14.6.2.1. Operation and Organization
  - 14.6.2.2. IPCC Reporting and Assessment

**14.7. Environmental Impact**

- 14.7.1. Regulatory Framework for Environmental Assessment
- 14.7.2. Fundamental Principles of Environmental Assessment
- 14.7.3. Environmental Assessment of Projects
- 14.7.4. Environmental Assessment of Plans and Programs

**14.8. Environmental Liability for Damage Caused**

- 14.8.1. Activities Affected
- 14.8.2. Attribution of Responsibilities
  - 14.8.2.1. Operator Responsibility
  - 14.8.2.2. Liability of Corporate Groups
  - 14.8.2.3. Jointly and Several Liability and Subsidiary Liability
  - 14.8.2.4. Non-enforceability of the Obligation to Bear the Costs
- 14.8.3. Prevention, Avoidance and Remediation of Environmental Damage
  - 14.8.3.1. Obligations of the Operator
  - 14.8.3.2. Determination of Environmental Damage
  - 14.8.3.3. Remediation of Environmental Damage

**14.9. Legal Framework for the Protection of Habitats and Species**

- 14.9.1. Evolution of Habitat and Species Protection in International Treaties
- 14.9.2. European Framework for the Protection of Habitats and Species
  - 14.9.2.1. The Natura 2000 Network
  - 14.9.2.2. Protection Tools

**14.10. EMAS (Eco-Management and Audit Scheme) System**

- 14.10.1. Background and Regulatory Framework
- 14.10.2. Main Requirements of the EMAS Regulation
- 14.10.3. Stages in the Implementation
- 14.10.4. Advantages of its Implementation in the Company
  - 14.10.4.1. Differences with ISO 14001 Certification: 2015

**Module 15. ISO 14001 Environmental Management System: 2015**

**15.1. Legislative and Regulatory Framework Environment**

- 15.1.1. Development of Preventive Regulations
- 15.1.2. International Legislation and Regulations

**15.2. Environmental Management Systems: ISO Business School 14001**

- 15.2.1. Environmental Management in the Organization
- 15.2.2. Environmental Reports
- 15.2.3. Environmental Risks for Accident Prevention

**15.3. ISO 14001. Chapters 1 to 15**

- 15.3.1. ISO 14001
- 15.3.2. ISO 14001 Development Factors and Requirements
  - 15.3.2.1. Purpose and Field of Application
  - 15.3.2.2. Normative References
  - 15.3.2.3. Terms and Definitions
- 15.3.3. Organizational Context
- 15.3.4. Leadership and Employee Involvement

**15.4. ISO 14001. Chapters 6, 7 and 8**

- 15.4.1. Plan
- 15.4.2. Support
- 15.4.3. Operation

**15.5. ISO 14001. Chapters 9 and 10**

- 15.5.1. Performance Evaluation
- 15.5.2. Improvement

**15.6. Evaluation of Environmental Aspects**

- 15.6.1. Main Categories of Environmental Aspects
- 15.6.2. Criteria for the Evaluation of Environmental Aspects
- 15.6.3. Evaluation of Environmental Aspects in Order to Determine Significant Aspects

**15.7. Life Cycle**

- 15.7.1. Life Cycle Inventory
- 15.7.2. Life Cycle Impact Assessment
- 15.7.3. Interpretation of Results

**15.8. Waste Management**

- 15.8.1. Waste Streams
- 15.8.2. Authorizations and Communications

**15.9. Environmental Indicators**

- 15.9.1. Environmental Performance Indicators (EPI)
- 15.9.2. Environmental Condition Indicators (ACIs)
- 15.9.3. Carbon Footprint and Water Footprint

**15.10. Ecolabels**

- 15.10.1. Type 1 Eco Label
- 15.10.2. Type 2 Eco Label
- 15.10.3. Environmental Self-Declarations. Type III Environmental Statements



**Module 16. Management of Occupational Risk Prevention in the Organizations**
**16.1. Work and Health: Occupational Risks. Risk Factors**

- 16.1.1. Prevention Management
- 16.1.2. The Work
- 16.1.3. The Health of Professionals
- 16.1.4. Risk Factors Inherent to the Work Activity
- 16.1.5. Influence of Working Conditions on Prevention Management
- 16.1.6. Prevention Techniques and Protection Techniques
- 16.1.7. Personal Protective Equipment: Functions, Usefulness and Selection for Each Work Activity

**16.2. Damages Derived from Work. Occupational Accidents and Occupational Diseases**

- 16.2.1. Damage to Health. Occupational Accidents and Occupational Diseases
- 16.2.2. Occupational Accidents. Types
- 16.2.3. Accident/Incident Ratio Rule
- 16.2.4. Repercussions of Occupational Accidents
- 16.2.5. Occupational Disease: How to Deal with it Equitably and Sustainably

**16.3. Basic Legislative and Regulatory Framework for Occupational Risk Prevention**

- 16.3.1. Historical Evolution of the Legislative Framework in Preventive Matters
- 16.3.2. International Legislation and Regulations. European Union Regulations
- 16.3.3. Specific Regulations
- 16.3.4. Company and Occupational Health and Safety Obligations
- 16.3.5. Responsibilities and Sanctions. Employee Rights and Obligations
- 16.3.6. Prevention Delegates
- 16.3.7. Health and Safety Committee

**16.4. Public Agencies Related to Occupational Safety and Health**

- 16.4.1. Public Organizations
- 16.4.2. European Organizations

**16.5. Risk Prevention Documentation: Collection, Preparation and Archiving**

- 16.5.1. Treatment of the Information Obtained
- 16.5.2. Actions to be Developed Based on the Information Collected

**16.6. Operational Management of Occupational Risk Prevention**

- 16.6.1. Operational Risk Planning and Management
- 16.6.2. Execution of Prevention Processes
- 16.6.3. Control and Adjustment of Process Performance
- 16.6.4. Prevention System Audits
- 16.6.5. Cost of Occupational Accidents: Contingency, Benefits and Incapacities

**16.7. Risks Associated with Health and Safety Conditions. How to Minimize Them**

- 16.7.1. Poor Lighting
- 16.7.2. Exposure to Pollutants
- 16.7.3. Noise Exposure

**16.8. Risks Associated with the Work Environment. How to Minimize Them**

- 16.8.1. Ionizing Radiation
- 16.8.2. Electric Fields and Magnetic Fields
- 16.8.3. Optical Radiation

**16.9. Risks Associated with Psychosociology Applied to Work. How to Minimize Them**

- 16.9.1. Content, Load, Pace and Time of Work
- 16.9.2. Participation and Control of the Labor Activity
- 16.9.3. Organizational Culture: Influence on Risk Management and Prevention

**Module 17. Occupational Risk Prevention Management System. ISO 45001: 2018**

**17.1. Occupational Risk Prevention**

- 17.1.1. Occupational Hazards and Risks
- 17.1.2. Occupational Risk Prevention Management

**17.2. Preventive Techniques and Disciplines. Safety and Industrial Hygiene**

- 17.2.1. Safety At Work
- 17.2.2. Industrial Hygiene

**17.3. Preventive Techniques and Disciplines. Ergonomics and Occupational Medicine**

- 17.3.1. Ergonomics and Psychosociology Applied to the Workplace
- 17.3.2. Occupational Medicine

**17.4. The ISO 45001 Standard: 2018**

- 17.4.1. Implementation of an OSH Management System
- 17.4.2. ISO 45001. Background, Evolution and Basic Characteristics
- 17.4.3. High-level Structure of the ISO Standard: Possibility of Integration with Other ISO Standards

**17.5. ISO 45001:2018. Scope of Application**

- 17.5.1. Scope of Application
- 17.5.2. Terms and Definitions

**17.6. ISO 45001:2018. Implementation Plan**

- 17.6.1. Implementation Plan
- 17.6.2. Context of the Organization
- 17.6.3. Scope of the SGSST

**17.7. ISO 45001:2018. Plan**

- 17.7.1. Leadership and Employee Involvement
- 17.7.2. Plan
- 17.7.3. Support
- 17.7.4. Support

**17.8. ISO 45001:2018. Operation**

- 17.8.1. Operational Control
- 17.8.2. Emergency Preparedness and Response

**17.9. ISO 45001:2018. Performance Evaluation**

- 17.9.1. Performance Monitoring, Measurement, Analysis and Evaluation
- 17.9.2. Evaluation of Compliance
- 17.9.3. Internal Auditing
- 17.9.4. Management Review

**17.10. ISO 45001:2018. Improvement**

- 17.10.1. Incidents, Non-Conformities and Corrective Actions
- 17.10.2. Continuing Improvement
- 17.10.3. OSHMS Certification

**Module 18. Corporate Social Responsibility and Information Security ISO 27001**

**18.1. Corporate Social Responsibility: Framework in the GIS**

- 18.1.1. CSR Approach to Corporate Governance
- 18.1.2. CSR Mission and Objectives
- 18.1.3. Value Creation from CSR Programs

**18.2. Sustainability and Corporate Social Responsibility**

- 18.2.1. Selection and Definition of CSR Conditioning Factors
- 18.2.2. Methodology: How to Define Sustainability-Enhancing CSR Programs

**18.3. Analysis of the Environment and Objectives**

- 18.3.1. Identification of Key Players in CSR Programs
- 18.3.2. Definition of Actions by Type of Dialogue
- 18.3.3. CSR Objectives
- 18.3.4. CSR Management

**18.4. The Integration of CSR in the Strategic Planning of Organizations**

- 18.4.1. Formulation of Indicators to Verify the Effectiveness of CSR
- 18.4.2. Association of Indicators to Corporate Objectives
- 18.4.3. Methodologies for Monitoring and Verification of Indicators

**18.5. Corporate Social Responsibility: Contrasted Models**

- 18.5.1. Spanish
- 18.5.2. European
- 18.5.3. Global
- 18.5.4. Multilateral Organizations Related to CSR: ILO, OECD

**18.6. Management of the external Relations from a CSR Framework**

- 18.6.1. Society
- 18.6.2. Customers:
- 18.6.3. Administration

**18.7. Application of CSR in Human Resources Policy**

- 18.7.1. Equal Opportunity
- 18.7.2. Personal Development Program
- 18.7.3. Actions for Vulnerable Groups

**18.8. CSR Regulations**

- 18.8.1. SA8000 Standard on Social Responsibility Management Systems
- 18.8.2. SSG21
- 18.8.3. IQNet SR10 Standard on Social Responsibility Management System

**18.9. Information Security Management Systems. ISO 27001**

- 18.9.1. ISO 27001
- 18.9.2. Phases for Implementation

**18.10. Information Security Management Systems. Legal Framework**

- 18.10.1. Legal Framework
- 18.10.2. Detection of Irregularities and Non-conformities
- 18.10.3. Formulation of Improvement Actions

**Module 19. Integration of Management Systems**

**19.1. Systems Integration for the Organization**

- 19.1.1. Medical History
- 19.1.2. Key Points
- 19.1.3. Fundamentals

**19.2. Approach to Management Systems Integration**

- 19.2.1. Objectives
- 19.2.2. Advantages

**19.3. Structure of an Integrated Management System**

- 19.3.1. Integrated Management Policy. General Aspects
- 19.3.2. Utility and Importance of Integration in an Organization

**19.4. Common Standards for Systems Integration**

- 19.4.1. Standard UNE 66177:2005
- 19.4.2. Standard PAS 99:2012
- 19.4.3. Standard DS 8001:2005

**19.5. Guide for Integration in Accordance with UNE 66177:2005**

- 19.5.1. Phases for Integration

**19.6. Standard UNE 66177:2005**

- 19.6.1. Structure of the Integration Plan
- 19.6.2. Development of the Integration Plan

**19.7. Integration Methods**

- 19.7.1. Basic Method
- 19.7.2. Advanced Method
- 19.7.3. Expert Method

**19.8. Correspondence Between Standards**

- 19.8.1. Cross-Cutting Elements
- 19.8.2. Specific Components

**19.9. Implementation**

- 19.9.1. Responsibilities and Work Team
- 19.9.2. Effective Follow-Up of the Integration Plan

**19.10. Documentation of an Integrated System**

- 19.10.1. Procedure
- 19.10.2. Application

**Module 20. Audits of Integrated Management Systems Based on the ISO 19011 Standard: 2018**
**20.1. Management Systems Audits**

- 20.1.1. Intention
- 20.1.2. Types of Audits
- 20.1.3. Key Terms

**20.2. Standards Related to the Management Systems Audits**

- 20.2.1. ISO 19011 Guidelines for the Audit of Management Systems
- 20.2.2. ISO/IEC 27007 Guidelines for the Audit of Information Security Management Systems
- 20.2.3. ISO/IEC 17021-1 Requirements for Bodies Conducting Management System Audits and Certifications. Part 1 Requirements
- 20.2.4. ISO & IAF. ISO 9001 Auditing Practices Group

**20.3. Principles of Audit of Management Systems**

- 20.3.1. Integrity
- 20.3.2. Impartial Presentation
- 20.3.3. Due Professional Care
- 20.3.4. Confidentiality
- 20.3.5. Independence
- 20.3.6. Evidence-Based Approach
- 20.3.7. Risk-Based Approach

**20.4. Audit Program Management**

- 20.4.1. The Audit Program and its Objectives
- 20.4.2. Audit Program Risks and Opportunities
- 20.4.3. Responsibilities and Competencies for Audit Program Management
- 20.4.4. Audit Program Resources
- 20.4.5. Follow-up and Improvement of the Audit Program

**20.5. Audit Plans**

- 20.5.1. Audit Feasibility
- 20.5.2. Review of Documented Information
- 20.5.3. Audit Planning
- 20.5.4. Checklists

**20.6. Carrying Out the Audit**

- 20.6.1. The Opening Meeting
- 20.6.2. Methods
- 20.6.3. Generation of Findings
- 20.6.4. Communication in the Audit
- 20.6.5. Conclusions
- 20.6.6. The Closing Meeting

**20.7. Remote Audits**

- 20.7.1. IAF Documents as a Basis for Remote Audits
- 20.7.2. Risks and Opportunities
- 20.7.3. Confidentiality and Information Security Controls

**20.8. The Audit Report**

- 20.8.1. Report Preparation
- 20.8.2. Distribution

**20.9. Review of the Treatment of Auditor's Findings**

- 20.9.1. Proofreading Review
- 20.9.2. Review of the Root Cause Analysis
- 20.9.3. Review of Corrective Actions
- 20.9.4. Review of the Effectiveness of Actions

**20.10. Auditors' Competence**

- 20.10.1. Knowledge and Skills
- 20.10.2. Personal Attributes
- 20.10.3. Evaluation of Auditors

07

# Methodology

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

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







“

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

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

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

“

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



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





### **A learning method that is different and innovative**

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

“

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

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

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

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

## Relearning Methodology

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

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

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

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

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



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

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

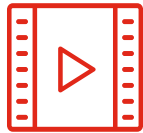
*Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.*

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

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



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



### Study Material

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

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



### Classes

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

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



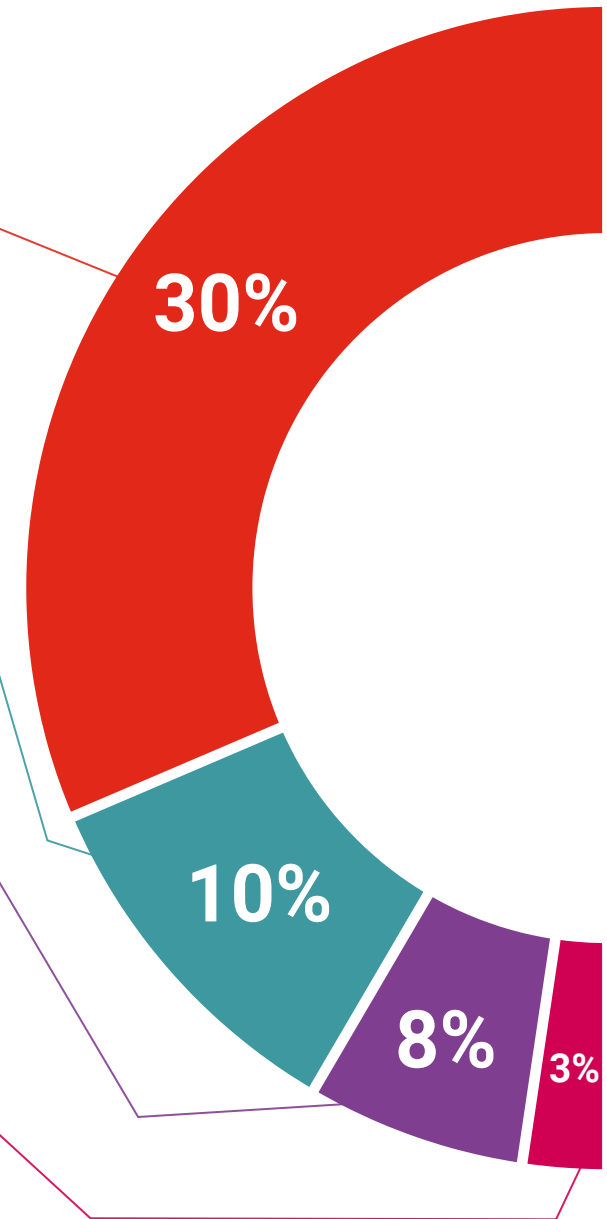
### Management Skills Exercises

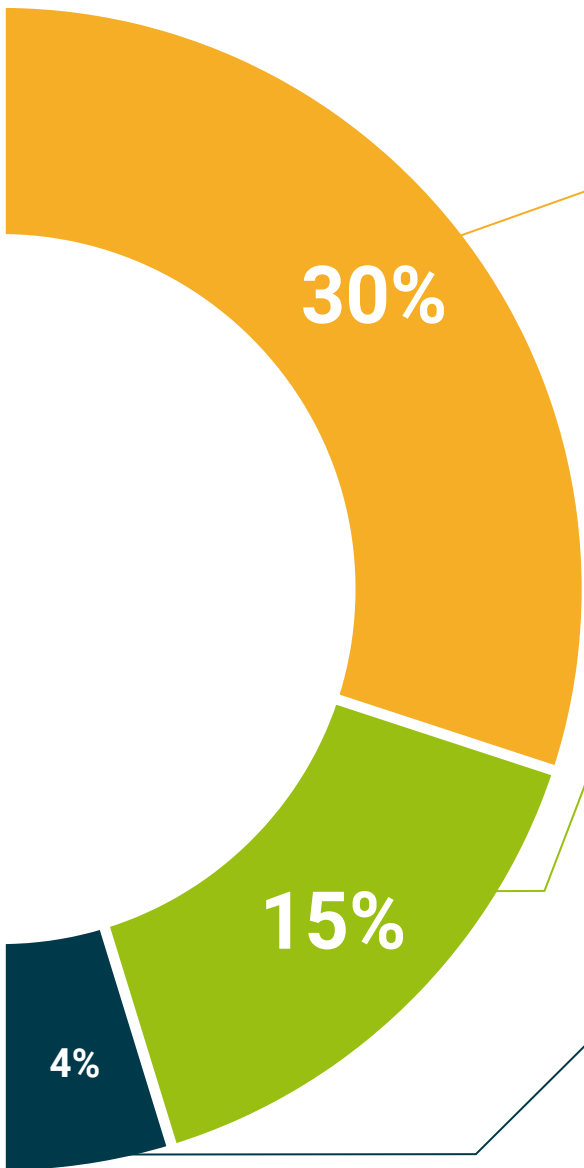
They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.



### Additional Reading

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





### Case Studies

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



### Interactive Summaries

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

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



### Testing & Retesting

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





08

# Our Students' Profiles

TECH's students are ambitious professionals with a wealth of business experience who are continually looking for new ways to improve their companies. That is why this program is perfect for them, as it is geared towards that goal of providing their organizations with significant advancement, positioning students as outstanding figures of great relevance thanks to their leadership and management skills.





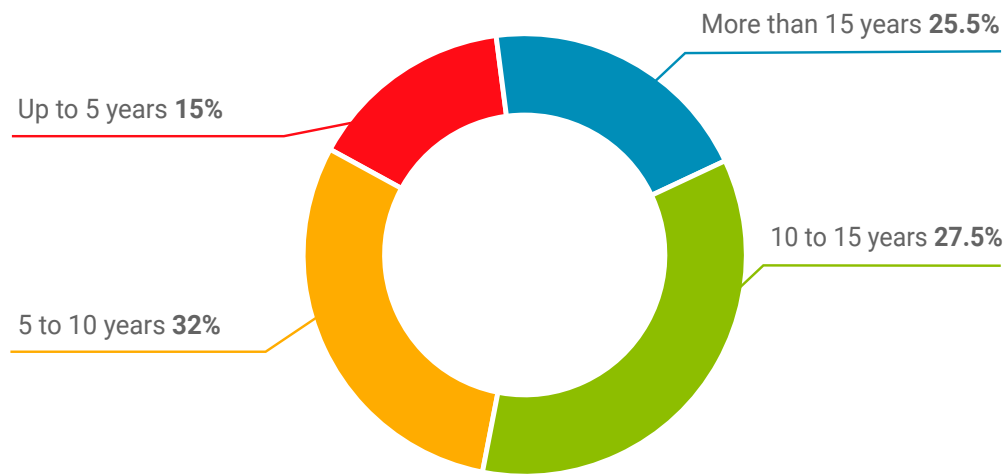
“

*This program will provide professional enhancement to the student, whilst at the same time serving companies by improving their internal management”*

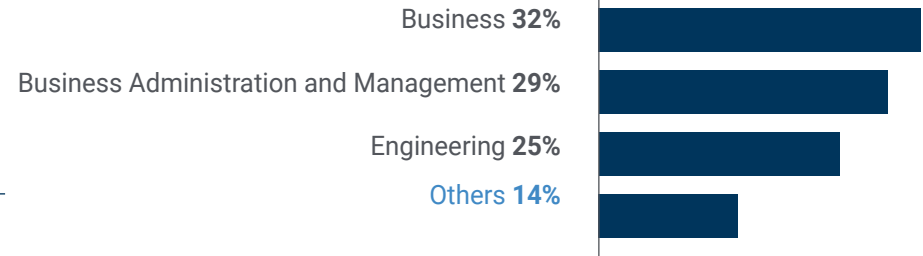
### Average Age

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

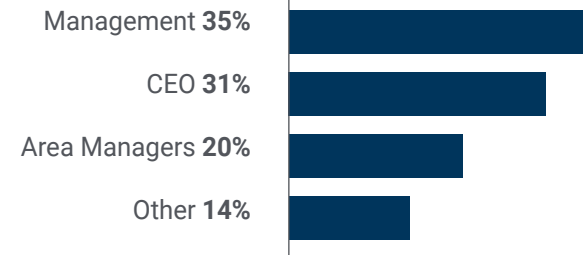
### Years of Experience



### Training



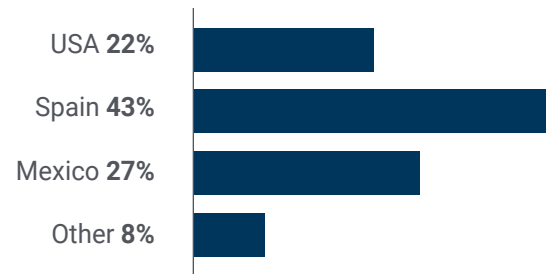
### Academic Profile





## Geographical Distribution

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## Rodrigo Álvarez

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Entrepreneur

*"With this program I have been able to improve the performance and internal management of my company. Objectives that once seemed unattainable are now very close to being achieved. All thanks to this degree's very complete content and the TECH methodology, which makes it very easy for you to study and keep up with your work without any interference"*

09

# Course Management

In order to achieve the objectives proposed by this Advanced Master's Degree in Senior Management of Business Projects, it is essential to have the most prestigious and experienced teaching staff. TECH has succeeded in putting it all together, so that professionals will be able to improve their skills directly from the teacher's instructions. Students will gain a deeper understanding of all the keys to management, preparing them to become a figure of great reference in the business field.





“

*The best teaching staff will turn you into a great specialist in business project management with TECH's innovative teaching methodology”*

## International Guest Director

Robert Natale is an expert in business transformation, strategic planning and operational excellence, committed to driving performance and organizational health for outstanding and sustainable business results. With a culture and results-driven approach, his passion is focused on turning underperforming institutions into profitable and competitive entities, prioritizing customer satisfaction. He is motivated by complex challenges that require profound changes in business models, leadership and traditional ways of working.

He has also held key roles in companies such as KPMG Australia, where he has been Director of Management Consulting, driving changes and redesigns that have exceeded \$140 million per year. In addition, at Optus he has held roles as Director of Transformation and Cost Efficiency, managing savings programs that have reached A\$700 million per year. In both positions, his ability to integrate digital and automation solutions has enabled him to deliver complex projects in sectors such as technology, telecommunications, consumer goods and manufacturing.

Internationally, he has been recognized for his leadership and ability to change challenging business contexts. In fact, his reputation has earned him multiple recognitions in the organizational consulting sector, standing out for his ability to align corporations with the effective implementation of operational changes. In turn, his focus on analysis and innovation has enabled the companies under his leadership to not only achieve their financial objectives, but also to adapt nimbly to market dynamics.

He has also contributed to knowledge in his field through studies focused on business planning. In this regard, his writings have addressed topics such as supply chain optimization or continuous improvement, providing valuable insights into how organizations can position themselves for future success.



## Mr. Robert, Natale

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- Director of Business Transformation at KPMG, Sydney, Australia
- Director of Transformation at Optus
- Director of Transformation and Network Cost Efficiency at Optus
- Director of Network Procurement Group Networks at Singtel
- Network Supply Chain Director, Networks at Optus
- Lean Six Sigma Manager at Optus
- Master's Degree in Business Administration and Management at UNSW School of Business
- Associate Diploma in Electrical and Electronic Engineering from Tafe NWS

“

*Thanks to TECH, you will be able to learn with the best professionals in the world”*

## Management



### Mr. Pérez Pérez, Manuel Felipe

- ♦ Senior Project Manager – EQUIDEA
- ♦ Project Manager - AYDEM Consulting
- ♦ Consultant/Trainer in Organizational Development and Project Management
- ♦ Head of Training for Postgraduate Studies of the College of Computer Engineers of Madrid
- ♦ Technical Telecommunications Engineering - UPM
- ♦ Telecommunication Systems Engineering - UPM
- ♦ European Engineer EUR-ING - FEANI
- ♦ PMP® (Project Management Professional) - PMI ID: 1767390 Nov 2014
- ♦ Advanced Agile Project Management Program. SCRUM



### Ms. López Rodríguez, Karmele

- ♦ Head of Quality, Environment and Risk Prevention in Industrial Environments
- ♦ Lecturer in ISO 14001 on the Official Online Master's Degree in Integrated Management Systems at the Alfonso X El Sabio University, Madrid
- ♦ Professor of Ergonomics and Applied Psychosociology in the Official Online Master's Degree in Occupational Risk Prevention at the Alfonso X El Sabio University, Madrid
- ♦ Internship Coordinator for students
- ♦ Degree in Industrial Organization Engineering from the University of Deusto
- ♦ Technical Engineer in Computer Management from the University of Deusto

## Professors

### Dr. Abajo Merino, Rafael

- ◆ Development and Implementation of Excellence Programs and Implementation of Strategic Management in Educational Centers, as well as in national and regional health organizations, and in SMEs
- ◆ Director of OPTIMA XXI (Management Excellence and Leadership Consulting Company), EFQM Certified Consultant, EFQM Certified Trainer, and Trainer and Advisor to the Excellence in Management Club
- ◆ Director of Alliances and Projects at Club Excelencia
- ◆ Director of Human Resources and Quality of Occidental Hoteles
- ◆ American Express Training and Quality Manager and Army officer in Special Operations units, Security and Military Education
- ◆ International Relations, University of Oxford, United Kingdom. Doctoral Studies
- ◆ Degree in Business Administration (3rd and 4th year) (UNED)
- ◆ EFQM Certified Advisor (EFQM Certified Consultant)
- ◆ EFQM Certified Trainer (EFQM Certified Trainer)
- ◆ EFQM Evaluator

### Ms. Galán Espejo, Arantxa

- ◆ Coordinator of Technical Teams at ANTEA Prevención de Riesgos Laborales, S.L
- ◆ Graduate in Environmental Sciences from the University of Cordoba
- ◆ Master's Degree in Quality, Environmental and Occupational Health and Safety Management Systems by AENOR. Madrid
- ◆ Master's Degree in Occupational Risk Prevention in the 3 specialties (Occupational Safety, Industrial Hygiene and Ergonomics and Applied Psychosociology) from the University of Cordoba
- ◆ Integrated Systems Auditor Course by AENOR

### Ms. Abeijón Pérez, Isabel

- ◆ Real Estate Director
- ◆ Legal Director in Spain, Portugal and Andorra
- ◆ Professor of Postgraduate Studies. CPIICM
- ◆ Associate Professor at the College of Computer Experts of Madrid
- ◆ Trainer and Instructional Designer of Online Content. – AYDEM CONSULTING S.L
- ◆ Law Degree. Autonomous University of Madrid
- ◆ Degree in Business Administration and Management. Autonomous University of Madrid
- ◆ Researcher on the Development of Legal Competencies in Groups without Legal Backgrounds

### Ms. Altamirano Echeverría, Maria

- ◆ Auditor on Third Party Audits of ISO 9001, ISO/IEC 17025, SMETA, CARE on behalf of Bureau Veritas: Certification and follow-up
- ◆ First and Second Party Auditor of Management Systems related to ISO 9001, ISO/IEC 17025, ISO 45001, ISO 37001
- ◆ Corporate Social Responsibility Auditor for World COB-CSR
- ◆ Chemical Engineer from the National University of Callao
- ◆ Master in Total Quality at Carlos III University of Madrid, Master in Total Quality (Spain), Auditor Certified and Registered by IRCA as Principal Auditor QMS ISO 9001:2015
- ◆ Member of the Technical Committee for Standardization of Management and Quality Assurance INACAL, mirror committee of ISO/TC 176. Member of the Technical Committee for Standardization of Quality Management in Educational Organizations, representing Íconos en Sistemas de Gestión S.A.C
- ◆ Member of the Standing Committee of Accreditation of the National Institute of Quality INACAL

**Mr. Barato, José**

- ◆ Director of PMPEOPLE
- ◆ Freelance Trainer
- ◆ Telecommunications Engineer. Polytechnic University of Madrid
- ◆ PMP ® (Project Management Professional) ID: 70285
- ◆ PMI-ACP ® (Agile Certified Practitioner) ID: 1624784
- ◆ Diploma in Accounting and Finance. ESINE
- ◆ Regular Speaker at Project Management Conferences

**Dr. Espinosa Víctor, Eduardo**

- ◆ Assistant Professor at the University of Córdoba. Chemical Engineering Area
- ◆ Doctor in Biosciences and Agroalimentary Sciences from the University of Córdoba
- ◆ Graduate in Environmental Sciences from the University of Cordoba
- ◆ Master's Degree in Molecular, Cellular and Genetic Biotechnology from the University of Cordoba
- ◆ Master's Degree in Occupational Risk Prevention from the University of Cordoba

**Ms. Liñán Álvarez, Adela**

- ◆ Teacher -Tutor in classroom Training Actions Approved in own Prevention Services
- ◆ Teacher -Tutor in approved teaching centers attached to SEPE
- ◆ Social Graduate from the University of León
- ◆ Quality Systems Auditor
- ◆ MBA in HR Management and Administration
- ◆ Master's Degree in Occupational Risk Prevention with 3 specialties, Safety, Hygiene and Ergonomics and Applied Psychosociology

**Mr. Gámez de la Torre, Manuel Jesús**

- ◆ Expert Trainer in Quality, Environment and Occupational Risk Prevention at Bureau Veritas Training and for BSI Training
- ◆ Online teacher of the Environmental Management System in the Company SEAG029PO and Environmental Auditing SEAG002PO courses for the Aspasia Group
- ◆ Online teacher of the courses Traceability in the Food Industry and Occupational Risk Prevention in the Chemical Sector and Implementation of Food Quality Systems in the Agri-Food Industry for the HEDIMA FORMACIÓN group
- ◆ Degree in Biological Sciences, specializing in Environmental Biology, Autonomous University of Madrid

**Dr. García Nieto, Evelyn**

- ◆ Engineer responsible for the Department of Surgical Planning, Design, Additive Manufacturing and Management of Customized Systems at Maxilaria Surgery, S.L
- ◆ Biomedical Engineer at Meirovich Consulting
- ◆ Director of organization of the Iberian Society of Biomechanics and Biomaterials (SIBB) Congresses
- ◆ PhD in Engineering from the Polytechnic University of Madrid
- ◆ Industrial Engineer by the ETSI Industrial - Polytechnic University of Madrid
- ◆ Mechanical Engineer from the University of Pinar del Río-Cuba



**Dr. Murgia Bergara, Iñaki**

- ◆ Consultant Responsible for Advanced Management Projects, Professional Trainer in ASLE -SOPRECS, S.A., ARAMUR Consulting, ACORDE and ZILLION Consultores, S.L
- ◆ Consultor "In Company" en SIEMENS GAMESA, S.A
- ◆ Quality Technician at EUSKALIT-Basque Foundation for Excellence
- ◆ Degree in Biological Sciences from the University of the Basque Country
- ◆ Doctor in Biological Sciences from the School of Engineering of Bilbao (University of the Basque Country)

**Mr. Navarro Doñoro, Juan**

- ◆ Head of Certified Management Systems Audits at Metro Madrid
- ◆ Head of Occupational Risk Prevention Management at Metro Madrid
- ◆ Preventive Labor Management Coordinator
- ◆ Occupational Risk Prevention Technician
- ◆ Professional with 15 years of experience in the field of Occupational Risk Prevention Management in Metro de Madrid
- ◆ Law Degree from the Autonomous University of Madrid
- ◆ Degree in Occupational Risk Prevention with the 3 specialties, Safety, Hygiene and Psychosociology and Applied Ergonomics

**Ms. Servajejan, Maitena**

- ◆ General Manager, Representative of Bedor Excem in Spain
- ◆ Executive Coaching and Human Resources Mentoring
- ◆ Master's Degree in Hispanic Philology. Jean Jaurés University - (Toulouse le Mirail)
- ◆ Certified in Coaching by CCUI (International Corporate Training University)
- ◆ Superior Women and Leadership Program. Rafael del Pino Foundation
- ◆ Certified in Values Transformation Tools

**Ms. Seoane Otín, Rocío**

- ◆ Environment and Sustainability Degree in FCC Environment
- ◆ Graduate in Environmental Sciences from the Autonomous University of Barcelona
- ◆ Master's Degree in Environmental Management in Business from the Antonio Nebrija University in collaboration with the Instituto Superior del Medio Ambiente
- ◆ Official Master's Degree in Occupational Health and Safety - Mid-Atlantic University

10

# Impact on Your Career

This Advanced Master's Degree in Senior Management of Business Projects will be a decisive advance in the professional's career, since it will provide them with everything they need to progress and achieve all their vital objectives. Therefore, this program is focused on improving students' skills, preparing them to lead and manage all types of business projects at the highest level, enabling them to take charge of the administration for large international organizations.

“

*This program will provide you with the career advancement you are looking for and bring you closer to achieving all your professional goals”*

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

The Advanced Master's Degree in Senior Management of Business Projects of TECH Technological University is an intensive program that prepares students to face business challenges and decisions, both nationally and internationally. Its main objective is to promote personal and professional growth. Helping them achieve success.

Therefore, those who wish to improve themselves, achieve a positive change at a professional level and interact with the best, will find their place at TECH.

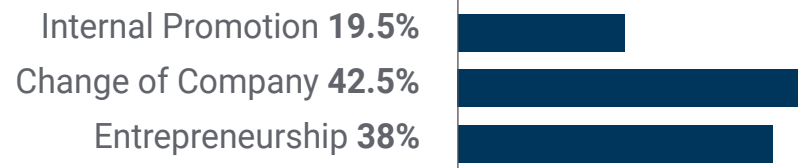
*You will stand out from the rest thanks to this Advanced Master's Degree, specially designed to help you reach the top.*

*Specialize, thanks to this program, in the management of top-level business projects, and lead your company to success.*

#### When the change occurs



#### Type of change



### Salary increase

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



11

# Benefits for Your Company

The company who hire an employee with this knowledge will be in a position to outperform its rivals, thanks to the improved efficiency in internal management processes it will produce. This program is not only perfect for the professional seeking a career advancement, but will also facilitate the progress of the organization that has a specialist who has completed it.





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*Watch as your business takes off  
after completing this Advanced  
Master's Degree”*

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

01

### **Intellectual Capital and Talent Growth**

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

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02

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

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

03

### **Building Agents of Change**

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

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04

### **Increased International Expansion Possibilities**

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





05

### **Project Development**

The manager will be able to work on a real project or develop new projects in the R&D or Business Development area of his or her company.

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06

### **Increased Competitiveness**

This Advanced Master's Degree will equip students with the necessary skills to take on new challenges and thus drive the organization forward.

# 12 Certificate

The Advanced Master's Degree in Senior Business Project Management guarantees you, in addition to the most rigorous and up-to-date training, access to a Advanced Master's Degree issued by TECH Technological University.



“

*Successfully complete this program  
and receive your university degree  
without travel or laborious paperwork”*

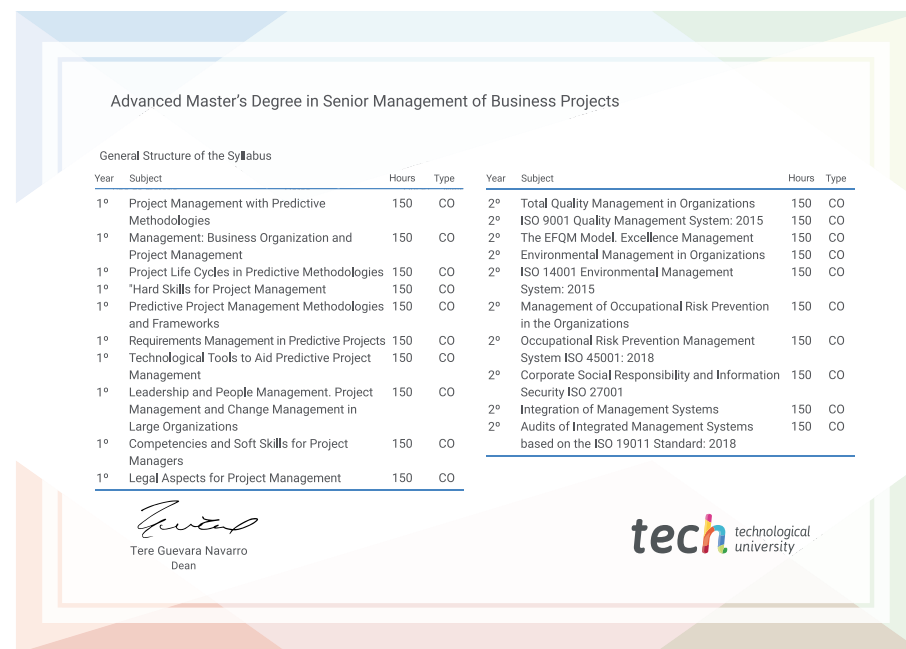
This **Advanced Master's Degree in Senior Management of Business Projects** contains the most complete and up-to-date program on the market.

After the student has passed the assessments, they will receive their corresponding **Advanced Master's Degree** issued by **TECH Technological University** via tracked delivery\*.

The diploma issued by **TECH Technological University** will reflect the qualification obtained in the Advanced Master's Degree, and meets the requirements commonly demanded by labor exchanges, competitive examinations, and professional career evaluation committees.

Title: **Advanced Master's Degree in Senior Management of Business Projects**

Official N° of hours: **3,000 h.**



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



## Advanced Master's Degree Senior Management of Business Projects

- » Modality: online
- » Duration: 2 years
- » Certificate: TECH Technological University
- » Dedication: 16h/week
- » Schedule: at your own pace
- » Exams: online

# Advanced Master's Degree Senior Management of Business Projects

