Advanced Master's Degree
Senior Management of Business Projects

tech global university

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Advanced Master's Degree
Senior Management of Business Projects

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

Website: **www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-management-business-projects**

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01

Introduction to the Program

Senior Management of Business Projects has established itself as a fundamental discipline for the success and sustainability of organizations in a highly competitive global environment. In a market characterized by its dynamism and constant technological evolution, the ability to plan, execute and supervise projects efficiently becomes a key differentiator. Therefore, it is essential that specialists handle the most sophisticated methodologies to lead initiatives successfully. In this context, TECH has launched an innovative online university program focused on the latest trends in Senior Management of Business Projects.

With this 100% online Advanced Master's Degree, you will ensure that Business Projects contribute to organizational growth and competitiveness"

Senior Management of Business Projects involves the direction and coordination of key initiatives within organizations, and is fundamental to the implementation of corporate strategies. As companies face a more competitive and changing economic environment, the need for experts capable of managing initiatives effectively is more critical than ever. As a result, professionals need to acquire advanced skills ranging from planning to evaluation, within the framework of a business organization.

With this in mind, TECH presents a pioneering Advanced Master's Degree in Senior Management of Business Projects. Designed by leaders in this sector, the curriculum will delve into issues ranging from the use of predictive methodologies or the implementation of quality control systems to the auditing of integrated management systems. In this way, graduates will be able to lead complex business projects with a strategic vision, ensuring the optimization of resources, effective risk management and continuous improvement in all phases of the project.

To consolidate all these contents, TECH uses the avant-garde method of Relearning, consisting of the progressive reiteration of key concepts for their correct assimilation. In addition, the university program provides graduates with a variety of real-life case studies, allowing professionals to practice in simulated environments. In this sense, to access the educational resources, professionals will only require an electronic device capable of connecting to the Internet. In addition, the university program includes a series of innovative Masterclasses given by 9 prestigious International Guest Directors.

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

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

Renowned International Guest Directors will deliver comprehensive Masterclasses on the latest trends in Senior Management of Business Projects"

You will develop skills in the use of Project Management software and advanced tools for monitoring"

Thanks to the Relearning method promoted by TECH, you will be able to consolidate the key concepts offered by this university education.

You will achieve your objectives thanks to TECH's didactic tools, including explanatory videos and interactive summaries.

It includes in its teaching staff professionals belonging to the field of Senior Management of Business Projects, who pour into this program the experience of their work, in addition to recognized specialists from leading companies and prestigious universities.

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

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

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Why Study at TECH?

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

Study at the largest online university in the world and ensure your professional success. The future begins at TECH"

The world's best online university, according to FORBES

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

The best top international faculty

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

The world's largest online university

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

The most complete syllabuses on the university scene

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

A unique learning method

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

The official online university of the NBA

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

Leaders in employability

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

Google Premier Partner

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

The top-rated university by its students

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

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Syllabus

The didactic contents that make up this Advanced Master's Degree have been designed by authentic experts in Senior Management of Business Projects. Accordingly, the syllabus will delve into issues ranging from the fundamentals of executive management or the use of predictive methodologies to the management of total quality in organizations. In this way, graduates will develop advanced skills to lead complex initiatives in various business sectors, promoting efficiency and sustainable growth.

You will efficiently manage financial, human and material resources to maximize the performance of business projects"

Module 1. Leadership, Ethics and Social Responsibility in Companies

1.1. Globalization and Governance
- 1.1.1. Governance and Corporate Governance
- 1.1.2. The Fundamentals of Corporate Governance in Companies
- 1.1.3. The Role of the Board of Directors in the Corporate Governance Framework

1.2. Leadership
- 1.2.1. Leadership. A Conceptual Approach
- 1.2.2. Leadership in Companies
- 1.2.3. The Importance of Leaders in Business Management

1.3. *Cross Cultural Management*
- 1.3.1. Cross Cultural Management Concept
- 1.3.2. Contributions to Knowledge of National Cultures
- 1.3.3. Diversity Management

1.4. Management and Leadership Development
- 1.4.1. Concept of Management Development
- 1.4.2. Concept of Leadership
- 1.4.3. Leadership Theories
- 1.4.4. Leadership Styles
- 1.4.5. Intelligence in Leadership
- 1.4.6. The Challenges of Today's Leader

1.5. Business Ethics
- 1.5.1. Ethics and Morality
- 1.5.2. Business Ethics
- 1.5.3. Leadership and Ethics in Companies

1.6. Sustainability
- 1.6.1. Sustainability and Sustainable Development
- 1.6.2. The 2030 Agenda
- 1.6.3. Sustainable Companies

1.7. Corporate Social Responsibility
- 1.7.1. International Dimensions of Corporate Social Responsibility
- 1.7.2. Implementing Corporate Social Responsibility
- 1.7.3. The Impact and Measurement of Corporate Social Responsibility

1.8. Responsible Management Systems and Tools
- 1.8.1. CSR: Corporate Social Responsibility
- 1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
- 1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
- 1.8.4. CSR Tools and Standards

1.9. Multinationals and Human Rights
- 1.9.1. Globalization, Multinational Corporations and Human Rights
- 1.9.2. Multinational Corporations and International Law
- 1.9.3. Legal Instruments for Multinationals in the Area of Human Rights

1.10. Legal Environment and Corporate Governance
- 1.10.1. International Rules on Importation and Exportation
- 1.10.2. Intellectual and Industrial Property
- 1.10.3. International Labor Law

Module 2. Strategic Management and Executive Management

2.1. Organizational Analysis and Design
- 2.1.1. Conceptual Framework
- 2.1.2. Key Elements in Organizational Design
- 2.1.3. Basic Organizational Models
- 2.1.4. Organizational Design: Typologies

2.2. Corporate Strategy
- 2.2.1. Competitive Corporate Strategy
- 2.2.2. Types of Growth Strategies
- 2.2.3. Conceptual Framework

2.3. Strategic Planning and Strategy Formulation
- 2.3.1. Conceptual Framework
- 2.3.2. Elements of Strategic Planning
- 2.3.3. Strategy Formulation: Strategic Planning Process

2.4. Strategic Thinking
- 2.4.1. The Company as a System
- 2.4.2. Organization Concept

2.5. Financial Diagnosis
- 2.5.1. Concept of Financial Diagnosis
- 2.5.2. Stages of Financial Diagnosis
- 2.5.3. Assessment Methods for Financial Diagnosis

2.6. Planning and Strategy
- 2.6.1. The Plan from a Strategy
- 2.6.2. Strategic Positioning
- 2.6.3. Strategy in Companies

2.7. Strategy Models and Patterns
- 2.7.1. Conceptual Framework
- 2.7.2. Strategic Models
- 2.7.3. Strategic Patterns: The Five P's of Strategy

2.8. Competitive Strategy
- 2.8.1. Competitive Advantage
- 2.8.2. Choosing a Competitive Strategy
- 2.8.3. Strategies based on the Strategic Clock Model
- 2.8.4. Types of Strategies According to the Industrial Sector Life Cycle

2.9. Strategic Management
- 2.9.1. The Concept of Strategy
- 2.9.2. The Process of Strategic Management
- 2.9.3. Approaches in Strategic Management

2.10. Strategy Implementation
- 2.10.1. Indicator Systems and Process Approach
- 2.10.2. Strategic Map
- 2.10.3. Strategic Alignment

2.11. Executive Management
- 2.11.1. Conceptual Framework of Executive Management
- 2.11.2. Executive Management. The Role of the Board of Directors and Corporate Management Tools

2.12. Strategic Communication
- 2.12.1. Interpersonal Communication
- 2.12.2. Communication Skills and Influence
- 2.12.3. Internal Communication
- 2.12.4. Barriers to Business Communication

Module 3. People and Talent Management

3.1. Organizational Behavior
- 3.1.1. Organizational Behavior. Conceptual Framework
- 3.1.2. Main Factors of Organizational Behavior

3.2. People in Organizations
- 3.2.1. Quality of Work Life and Psychological Well-Being
- 3.2.2. Work Teams and Meeting Management
- 3.2.3. Coaching and Team Management
- 3.2.4. Managing Equality and Diversity

3.3. Strategic People Management
- 3.3.1. Strategic Human Resources Management
- 3.3.2. Strategic People Management

3.4. Evolution of Resources. An Integrated Vision
- 3.4.1. The Importance of Human Resources
- 3.4.2. A New Environment for People Management and Leadership
- 3.4.3. Strategic Human Resources Management

3.5. Selection, Group Dynamics and Human Resources Recruitment
- 3.5.1. Approach to Recruitment and Selection
- 3.5.2. Recruitment
- 3.5.3. The Selection Process

3.6. Human Resources Management by Competencies
- 3.6.1. Analysis of the Potential
- 3.6.2. Remuneration Policy
- 3.6.3. Career/Succession Planning

3.7. Performance Evaluation and Performance Management
- 3.7.1. Performance Management
- 3.7.2. Performance Management: Objectives and Process

3.8. Management of Training
- 3.8.1. Learning Theories
- 3.8.2. Talent Detection and Retention
- 3.8.3. Gamification and Talent Management
- 3.8.4. Training and Professional Obsolescence

3.9. Talent Management
- 3.9.1. Keys for Positive Management
- 3.9.2. Conceptual Origin of Talent and Its Implication in the Company
- 3.9.3. Map of Talent in the Organization
- 3.9.4. Cost and Added Value

3.10. Innovation in Talent and People Management
- 3.10.1. Strategic Talent Management Models
- 3.10.2. Talent Identification, Training and Development
- 3.10.3. Loyalty and Retention
- 3.10.4. Proactivity and Innovation

3.11. Motivation
- 3.11.1. The Nature of Motivation
- 3.11.2. Expectations Theory
- 3.11.3. Needs Theory
- 3.11.4. Motivation and Financial Compensation

3.12. *Employer Branding*
- 3.12.1. Employer Branding in Human Resources
- 3.12.2. Personal Branding for Human Resources Professionals

3.13. Developing High-Performance Teams
- 3.13.1. High-Performance Teams: Self-Managed Teams
- 3.13.2. Methodologies for the Management of High-Performance Self-Managed Teams

3.14. Management Skills Development
- 3.14.1. What Are Manager Competencies?
- 3.14.2. Elements of Competencies
- 3.14.3. Knowledge
- 3.14.4. Management Skills
- 3.14.5. Attitudes and Values in Managers
- 3.14.6. Managerial Skills

3.15. Time Management
- 3.15.1. Benefits
- 3.15.2. What Can Be the Causes of Poor Time Management?
- 3.15.3. Time
- 3.15.4. Time Illusions
- 3.15.5. Attention and Memory
- 3.15.6. State of Mind
- 3.15.7. Time Management
- 3.15.8. Being Proactive
- 3.15.9. Being Clear About the Objective
- 3.15.10. Order
- 3.15.11. Planning

3.16. Change Management
- 3.16.1. Change Management
- 3.16.2. Type of Change Management Processes
- 3.16.3. Stages or Phases in the Change Management Process

3.17. Negotiation and Conflict Management
- 3.17.1. Negotiation
- 3.17.2. Conflict Management
- 3.17.3. Crisis Management

3.18. Executive Communication
- 3.18.1. Internal and External Communication in the Corporate Environment
- 3.18.2. Communication Departments
- 3.18.3. The Person in Charge of Communication of the Company. The Profile of the Dircom

3.19. Human Resources Management and Occupational Risk Prevention Teams
- 3.19.1. Management of Human Resources and Teams
- 3.19.2. Occupational Risk Prevention

3.20. Productivity, Attraction, Retention and Activation of Talent
- 3.20.1. Productivity
- 3.20.2. Talent Attraction and Retention Levers

3.21. Monetary Compensation vs. Non-Cash
- 3.21.1. Monetary Compensation vs. Non-Cash
- 3.21.2. Wage Band Models
- 3.21.3. Non-Cash Compensation Models
- 3.21.4. Working Model
- 3.21.5. Corporate Community
- 3.21.6. Company Image
- 3.21.7. Emotional Salary

3.22. Innovation in Talent and People Management
- 3.22.1. Innovation in Organizations
- 3.22.2. New Challenges in the Human Resources Department
- 3.22.3. Innovation Management
- 3.22.4. Tools for Innovation

3.23. Knowledge and Talent Management
- 3.23.1. Knowledge and Talent Management
- 3.23.2. Knowledge Management Implementation

3.24. Transforming Human Resources in the Digital Era
- 3.24.1. The Socioeconomic Context
- 3.24.2. New Forms of Corporate Organization
- 3.24.3. New Methodologies

Module 4. Economic and Financial Management

4.1. Economic Environment
- 4.1.1. Macroeconomic Environment and the National Financial System
- 4.1.2. Financial Institutions
- 4.1.3. Financial Markets
- 4.1.4. Financial Assets
- 4.1.5. Other Financial Sector Entities

4.2. Company Financing
- 4.2.1. Sources of Financing
- 4.2.2. Types of Financing Costs

4.3. Executive Accounting
- 4.3.1. Basic Concepts
- 4.3.2. The Company's Assets
- 4.3.3. The Company's Liabilities
- 4.3.4. The Company's Net Worth
- 4.3.5. The Income Statement

4.4. Management Accounting to Cost Accounting
- 4.4.1. Elements of Cost Calculation
- 4.4.2. Expenses in General Accounting and Cost Accounting
- 4.4.3. Costs Classification

4.5. Information Systems and Business Intelligence
- 4.5.1. Fundamentals and Classification
- 4.5.2. Cost Allocation Phases and Methods
- 4.5.3. Choice of Cost Center and Impact

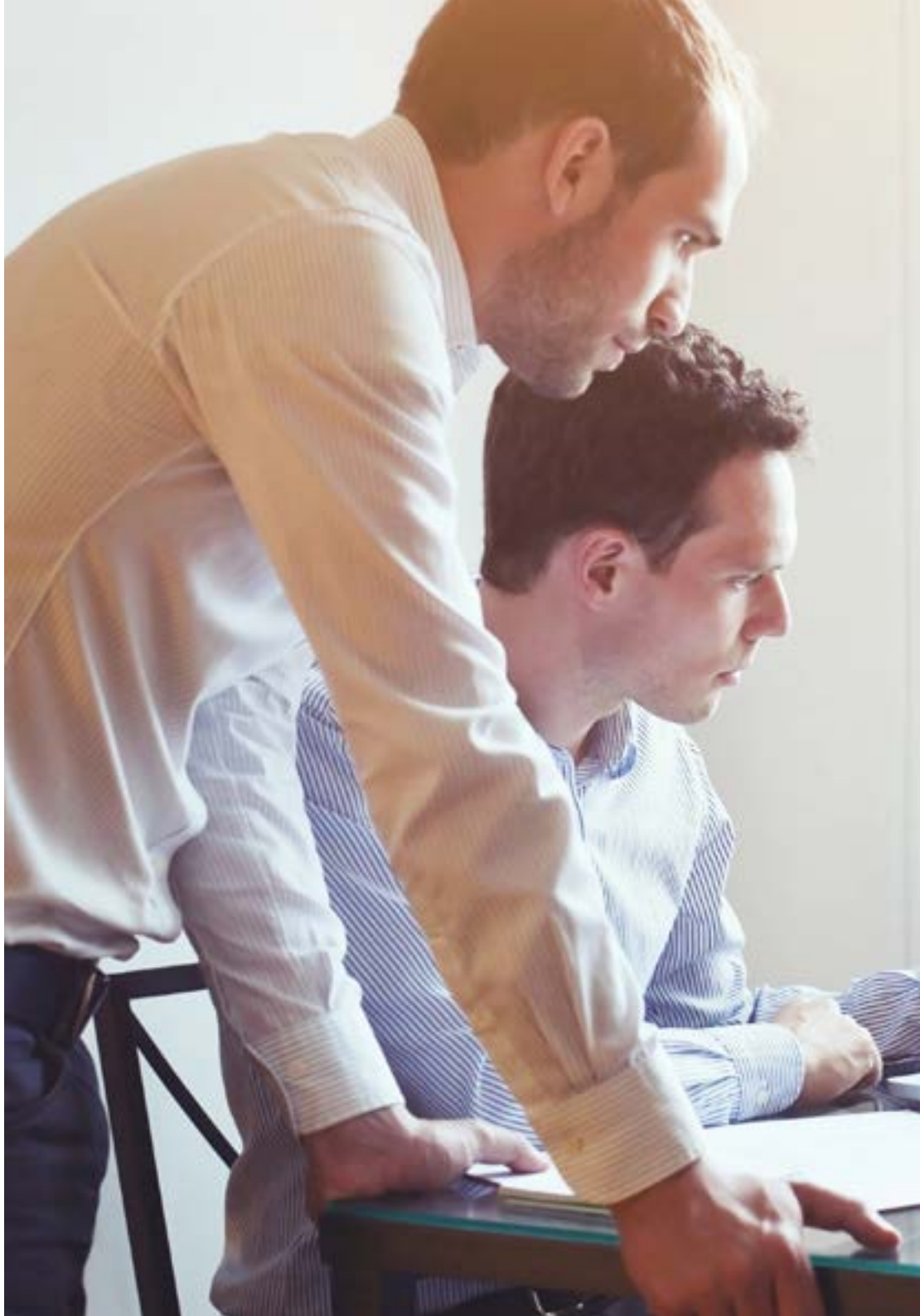
4.6. Budget and Management Control
- 4.6.1. The Budget Model
- 4.6.2. The Capital Budget
- 4.6.3. The Operating Budget
- 4.6.5. Treasury Budget
- 4.6.6. Budget Monitoring

4.7. Treasury Management
- 4.7.1. Accounting Working Capital and Necessary Working Capital
- 4.7.2. Calculation of Operating Cash Requirements
- 4.7.3. Credit Management

4.8. Corporate Tax Responsibility
- 4.8.1. Basic Tax Concepts
- 4.8.2. Corporate Income Tax
- 4.8.3. Value Added Tax
- 4.8.4. Other Taxes Related to Commercial Activity
- 4.8.5. The Company as a Facilitator of the Work of the State

4.9. Corporate Control Systems
- 4.9.1. Analysis of Financial Statements
- 4.9.2. The Company's Balance Sheet
- 4.9.3. The Profit and Loss Statement
- 4.9.4. The Statement of Cash Flows
- 4.9.5. Ratio Analysis

4.10. Financial Management
- 4.10.1. The Company's Financial Decisions
- 4.10.2. Financial Department
- 4.10.3. Cash Surpluses
- 4.10.4. Risks Associated with Financial Management
- 4.10.5. Financial Administration Risk Management



4.11. Financial Planning
- 4.11.1. Definition of Financial Planning
- 4.11.2. Actions to Be Taken in Financial Planning
- 4.11.3. Creation and Establishment of the Business Strategy
- 4.11.4. The Cash Flow Table
- 4.11.5. The Working Capital Table

4.12. Corporate Financial Strategy
- 4.12.1. Corporate Strategy and Sources of Financing
- 4.21.2. Financial Products for Corporate Financing

4.13. Macroeconomic Context
- 4.13.1. Macroeconomic Context
- 4.13.2. Relevant Economic Indicators
- 4.13.3. Mechanisms for the Control of Macroeconomic Magnitudes
- 4.13.4. Economic Cycles

4.14. Strategic Financing
- 4.14.1. Self-Financing
- 4.14.2. Increase in Equity
- 4.14.3. Hybrid Resources
- 4.14.4. Financing Through Intermediaries

4.15. Money and Capital Markets
- 4.15.1. The Money Market
- 4.15.2. The Fixed Income Market
- 4.15.3. The Equity Market
- 4.15.4. The Foreign Exchange Market
- 4.15.5. The Derivatives Market

4.16. Financial Analysis and Planning
- 4.16.1. Analysis of the Balance Sheet
- 4.16.2. Analysis of the Income Statement
- 4.16.3. Profitability Analysis

4.17. Analyzing and Solving Cases/Problems
- 4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

Module 5. Operations and Logistics Management

5.1. Operations Direction and Management
- 5.1.1. The Role of Operations
- 5.1.2. The Impact of Operations on the Management of Companies
- 5.1.3. Introduction to Operations Strategy
- 5.1.4. Operations Management

5.2. Industrial Organization and Logistics
- 5.2.1. Industrial Organization Department
- 5.2.2. Logistics Department

5.3. Structure and Types of Production (MTS, MTO, ATO, ETO...)
- 5.3.1. Production System
- 5.3.2. Production Strategy
- 5.3.3. Inventory Management System
- 5.3.4. Production Indicators

5.4. Structure and Types of Procurement
- 5.4.1. Function of Procurement
- 5.4.2. Procurement Management
- 5.4.3. Types of Purchases
- 5.4.4. Efficient Purchasing Management of a Company
- 5.4.5. Stages of the Purchase Decision Process

5.5. Economic Control of Purchasing
- 5.5.1. Economic Influence of Purchases
- 5.5.2. Cost Centers
- 5.5.3. Budget
- 5.5.4. Budgeting vs. Actual Expenditure
- 5.5.5. Budgetary Control Tools

5.6. Warehouse Operations Control
- 5.6.1. Inventory Control
- 5.6.2. Location Systems
- 5.6.3. Stock Management Techniques
- 5.6.4. Storage Systems

5.7. Strategic Purchasing Management
- 5.7.1. Business Strategy
- 5.7.2. Strategic Planning
- 5.7.3. Purchasing Strategies

5.8. Typologies of the Supply Chain (SCM)
- 5.8.1. Supply Chain
- 5.8.2. Benefits of Supply Chain Management
- 5.8.3. Logistical Management in the Supply Chain

5.9. Supply Chain Management
- 5.9.1. The Concept of Supply Chain Management (SCM)
- 5.9.2. Costs and Efficiency of the Operations Chain
- 5.9.3. Demand Patterns
- 5.9.4. Operations Strategy and Change

5.10. Interactions Between the SCM and All Other Departments
- 5.10.1. Interaction of the Supply Chain
- 5.10.2. Interaction of the Supply Chain. Integration by Parts
- 5.10.3. Supply Chain Integration Problems
- 5.10.4. Supply Chain 4.0

5.11. Logistics Costs
- 5.11.1. Logistics Costs
- 5.11.2. Problems with Logistics Costs
- 5.11.3. Optimizing Logistic Costs

5.12. Profitability and Efficiency of Logistics Chains: KPIs
- 5.12.1. Logistics Chain
- 5.12.2. Profitability and Efficiency of the Logistics Chain.
- 5.12.3. Indicators of Profitability and Efficiency of the Supply Chain

5.13. Process Management
- 5.13.1. Process Management
- 5.13.2. Process-Based Approach: Process Mapping
- 5.13.3. Improvements in Process Management

5.14. Distribution and Transportation Logistics
- 5.14.1. Distribution in the Supply Chain
- 5.14.2. Transportation Logistics
- 5.14.3. Geographic Information Systems as a Support for Logistics

5.15. Logistics and Customers
- 5.15.1. Demand Analysis
- 5.15.2. Demand and Sales Forecast
- 5.15.3. Sales and Operations Planning
- 5.15.4. Collaborative Planning, Forecasting and Replenishment (CPFR)

5.16. International Logistics
- 5.16.1. Export and Import Processes
- 5.16.2. Customs
- 5.16.3. Methods and Means of International Payment
- 5.16.4. International Logistics Platforms

5.17. Outsourcing of Operations
- 5.17.1. Operations Management and Outsourcing
- 5.17.2. Outsourcing Implementation in Logistics Environments

5.18. Competitiveness in Operations
- 5.18.1. Operations Management
- 5.18.2. Operational Competitiveness
- 5.18.3. Operations Strategy and Competitive Advantages

5.19. Quality Management
- 5.19.1. Internal and External Customers
- 5.19.2. Quality Costs
- 5.19.3. Ongoing Improvement and the Deming Philosophy

Module 6. Information Systems Management

6.1. Technological Environment
- 6.1.1. Technology and Globalization
- 6.1.2. Economic Environment and Technology
- 6.1.3. Technological Environment and Its Impact on Companies

6.2. Information Systems in Companies
- 6.2.1. The Evolution of the IT Model
- 6.2.2. Organization and IT Departments
- 6.2.3. Information Technology and Economic Environment

6.3. Corporate Strategy and Technology Strategy
- 6.3.1. Creating Value for Customers and Shareholders
- 6.3.2. Strategic IS/IT Decisions
- 6.3.3. Corporate Strategy vs. Technological and Digital Strategy

6.4. Information Systems Management
- 6.4.1. Corporate Governance of Technology and Information Systems
- 6.4.2. Management of Information Systems in Companies
- 6.4.3. Expert Managers in Information Systems: Roles and Functions

6.5. Information Technology Strategic Planning
- 6.5.1. Information Systems and Corporate Strategy
- 6.5.2. Strategic Planning of Information Systems
- 6.5.3. Phases of Information Systems Strategic Planning

6.6. Information Systems for Decision-Making
- 6.6.1. *Business Intelligence*
- 6.6.2. *Data Warehouse*
- 6.6.3. BSC or Balanced Scorecard

6.7. Exploring the Information
- 6.7.1. SQL: Relational Databases. Basic Concepts
- 6.7.2. Networks and Communications
- 6.7.3. Operational System: Standardized Data Templates
- 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
- 6.7.5. Strategic DB Analysis and Report Composition

6.8. Corporate Business Intelligence
- 6.8.1. The World of Data
- 6.8.2. Relevant Concepts
- 6.8.3. Main Characteristics
- 6.8.4. Solutions in Today's Market
- 6.8.5. Overall Architecture of a BI Solution
- 6.8.6. Cybersecurity in BI and Data Science

6.9. New Business Concept
- 6.9.1. Why BI?
- 6.9.2. Obtaining Information
- 6.9.3. BI in the Different Departments of the Company
- 6.9.4. Reasons to Invest in BI

6.10. BI Tools and Solutions
- 6.10.1. How to Choose the Best Tool?
- 6.10.2. Microsoft Power BI, MicroStrategy and Tableau
- 6.10.3. SAP BI, SAS BI and Qlikview
- 6.10.4. Prometheus

6.11. BI Project Planning and Management
- 6.11.1. First Steps to Define a BI Project
- 6.11.2. BI Solution for the Company
- 6.11.3. Requirements and Objectives

6.12. Corporate Management Applications
- 6.12.1. Information Systems and Corporate Management
- 6.12.2. Applications for Corporate Management
- 6.12.3. Enterprise Resource Planning Systems or ERP

6.13. Digital Transformation
- 6.13.1. Conceptual Framework of Digital Transformation
- 6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
- 6.13.3. Digital Transformation in Companies

6.14. Technology and Trends
- 6.14.1. Main Trends in the Field of Technology that are Changing Business Models
- 6.14.2. Analysis of the Main Emerging Technologies

6.15. IT Outsourcing
- 6.15.1. Conceptual Framework of Outsourcing
- 6.15.2. IT Outsourcing and Its Impact on the Business
- 6.15.3. Keys to Implement Corporate IT Outsourcing Projects

Module 7. Commercial Management, Strategic Marketing and Corporate Communications

7.1. Commercial Management
- 7.1.1. Conceptual Framework of Commercial Management
- 7.1.2. Business Strategy and Planning
- 7.1.3. The Role of Sales Managers

7.2. Marketing
- 7.2.1. The Concept of Marketing
- 7.2.2. Basic Elements of Marketing
- 7.2.3. Marketing Activities of the Company

7.3. Strategic Marketing Management
- 7.3.1. The Concept of Strategic Marketing
- 7.3.2. Concept of Strategic Marketing Planning
- 7.3.3. Stages in the Process of Strategic Marketing Planning

7.4. Digital Marketing and E-Commerce
- 7.4.1. Digital Marketing and E-Commerce Objectives
- 7.4.2. Digital Marketing and Media Used
- 7.4.3. E-Commerce. General Context
- 7.4.4. Categories of E-Commerce
- 7.4.5. Advantages and Disadvantages of E-Commerce Versus Traditional Commerce

7.5. *Managing Digital Business*
- 7.5.1. Competitive Strategy in the Face of the Growing Digitalization of the Media
- 7.5.2. Design and Creation of a Digital Marketing Plan
- 7.5.3. ROI Analysis in a Digital Marketing Plan

7.6. Digital Marketing to Reinforce a Brand
- 7.6.1. Online Strategies to Improve Your Brand's Reputation
- 7.6.2. Branded Content and Storytelling

7.7. Digital Marketing Strategy
- 7.7.1. Defining the Digital Marketing Strategy
- 7.7.2. Digital Marketing Strategy Tools

7.8. Digital Marketing to Attract and Retain Customers
- 7.8.1. Loyalty and Engagement Strategies through the Internet
- 7.8.2. *Visitor Relationship Management*
- 7.8.3. Hypersegmentation

7.9. Managing Digital Campaigns
- 7.9.1. What Is a Digital Advertising Campaign?
- 7.9.2. Steps to Launch an Online Marketing Campaign
- 7.9.3. Mistakes in Digital Advertising Campaigns

7.10. Online Marketing Plan
- 7.10.1. What Is an Online Marketing Plan?
- 7.10.2. Steps to Create an Online Marketing Plan
- 7.10.3. Advantages of Having an Online Marketing Plan

7.11. Blended Marketing
- 7.11.1. What Is Blended Marketing?
- 7.11.2. Differences Between Online and Offline Marketing
- 7.11.3. Aspects to Be Taken into Account in the Blended Marketing Strategy
- 7.11.4. Characteristics of a Blended Marketing Strategy
- 7.11.5. Recommendations in Blended Marketing
- 7.11.6. Benefits of Blended Marketing

7.12. Sales Strategy
- 7.12.1. Sales Strategy
- 7.12.2. Sales Methods

7.13. Corporate Communication
- 7.13.1. Concept
- 7.13.2. The Importance of Communication in the Organization
- 7.13.3. Type of Communication in the Organization
- 7.13.4. Functions of Communication in the Organization
- 7.13.5. Elements of Communication
- 7.13.6. Communication Problems
- 7.13.7. Communication Scenarios

7.14. Corporate Communication Strategy
- 7.14.1. Motivational Programs, Social Action, Participation and Training with HR
- 7.14.2. Internal Communication Tools and Supports”
- 7.14.3. Internal Communication Plan

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

Module 8. Market Research, Advertising and Commercial Management

8.1. Market Research
- 8.1.1. Marketing Research: Historical Origin
- 8.1.2. Analysis and Evolution of the Conceptual Framework of Marketing Research
- 8.1.3. Key Elements and Value Contribution of Market Research

8.2. Quantitative Research Methods and Techniques
- 8.2.1. Sample Size
- 8.2.2. Sampling
- 8.2.3. Types of Quantitative Techniques

8.3. Qualitative Research Methods and Techniques
- 8.3.1. Types of Qualitative Research
- 8.3.2. Qualitative Research Techniques

8.4. Market Segmentation
- 8.4.1. Market Segmentation Concept
- 8.4.2. Utility and Segmentation Requirements
- 8.4.3. Consumer Market Segmentation
- 8.4.4. Industrial Market Segmentation
- 8.4.5. Segmentation Strategies
- 8.4.6. Segmentation Based on Marketing Mix Criteria
- 8.4.7. Market Segmentation Methodology

8.5. Research Project Management
- 8.5.1. Market Research as a Process
- 8.5.2. Planning Stages in Market Research
- 8.5.3. Stages of Market Research Implementation
- 8.5.4. Managing a Research Project

8.6. International Market Research
- 8.6.1. International Market Research
- 8.6.2. International Market Research Process
- 8.6.3. The Importance of Secondary Sources in International Market Research

8.7. Feasibility Studies
- 8.7.1. Concept and Usefulness
- 8.7.2. Outline of a Feasibility Study
- 8.7.3. Development of a Feasibility Study

8.8. Publicity
- 8.8.1. Historical Background of Advertising
- 8.8.2. Conceptual Framework of Advertising; Principles, Concept of Briefing and Positioning
- 8.8.3. Advertising Agencies, Media Agencies and Advertising Professionals
- 8.8.4. Importance of Advertising in Business
- 8.8.5. Advertising Trends and Challenges

8.9. Developing the Marketing Plan
- 8.9.1. Marketing Plan Concept
- 8.9.2. Situation Analysis and Diagnosis
- 8.9.3. Strategic Marketing Decisions
- 8.9.4. Operational Marketing Decisions

8.10. Promotion and Merchandising Strategies
- 8.10.1. Integrated Marketing Communication
- 8.10.2. Advertising Communication Plan
- 8.10.3. Merchandising as a Communication Technique

8.11. Media Planning
- 8.11.1. Origin and Evolution of Media Planning
- 8.11.2. Media
- 8.11.3. Media Plan

8.12. Fundamentals of Commercial Management
- 8.12.1. The Role of Commercial Management
- 8.12.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
- 8.12.3. Commercial Planning Systems of the Company
- 8.12.4. Main Competitive Strategies

8.13. Commercial Negotiation
- 8.13.1. Commercial Negotiation
- 8.13.2. Psychological Issues in Negotiation
- 8.13.3. Main Negotiation Methods
- 8.13.4. The Negotiation Process

8.14. Decision-Making in Commercial Management
- 8.14.1. Commercial Strategy and Competitive Strategy
- 8.14.2. Decision Making Models
- 8.14.3. Decision-Making Analytics and Tools
- 8.14.4. Human Behavior in Decision Making

8.15. Sales Network Management
- 8.15.1. Sales Management
- 8.15.2. Networks Serving Commercial Activity
- 8.15.3. Salesperson Recruitment and Training Policies
- 8.15.4. Remuneration Systems for Own and External Commercial Networks
- 8.15.5. Management of the Commercial Process. Control and Assistance to the Work of the Sales Representatives Based on the Information

8.16. Implementing the Commercial Function
- 8.16.1. Recruitment of Own Sales Representatives and Sales Agents
- 8.16.2. Controlling Commercial Activity
- 8.16.3. The Code of Ethics of Sales Personnel
- 8.16.4. Compliance with Legislation
- 8.16.5. Generally Accepted Standards of Business Conduct

8.17. Key Account Management
- 8.17.1. Concept of Key Account Management
- 8.17.2. The Key Account Manager
- 8.17.3. Key Account Management Strategy

8.18. Financial and Budgetary Management
- 8.18.1. The Break-Even Point
- 8.18.2. The Sales Budget. Control of Management and of the Annual Sales Plan
- 8.18.3. Financial Impact of Strategic Sales Decisions
- 8.18.4. Cycle Management, Turnover, Profitability and Liquidity.
- 8.18.5. Income Statement

Module 9. Innovation and Project Management

9.1. Innovation
- 9.1.1. Introduction to Innovation
- 9.1.2. Innovation in the Entrepreneurial Ecosystem
- 9.1.3. Instruments and Tools for the Business Innovation Process

9.2. Innovation Strategy
- 9.2.1. Strategic Intelligence and Innovation
- 9.2.2. Innovation from Strategy

9.3. Project Management for Startups
- 9.3.1. Startup Concept
- 9.3.2. Lean Startup Philosophy
- 9.3.3. Stages of Startup Development
- 9.3.4. The Role of a Project Manager in a Startup

9.4. Business Model Design and Validation
- 9.4.1. Conceptual Framework of a Business Model
- 9.4.2. Business Model Design and Validation

9.5. Project Management
- 9.5.1. Project Management: Identification of Opportunities to Develop Corporate Innovation Projects
- 9.5.2. Main Stages or Phases in the Direction and Management of Innovation Projects

9.6. Project Change Management: Training Management
- 9.6.1. Concept of Change Management
- 9.6.2. The Change Management Process
- 9.6.3. Change Implementation

9.7. Project Communication Management
- 9.7.1. Project Communications Management
- 9.7.2. Key Concepts for Project Communications Management
- 9.7.3. Emerging Trends
- 9.7.4. Adaptations to Equipment
- 9.7.5. Planning Communications Management
- 9.7.6. Managing Communications
- 9.7.7. Monitoring Communications

9.8. Traditional and Innovative Methodologies
- 9.8.1. Innovative Methodologies
- 9.8.2. Basic Principles of Scrum
- 9.8.3. Differences between the Main Aspects of Scrum and Traditional Methodologies

9.9. Creation of a Startup
- 9.3.1. Creation of a Startup
- 9.3.2. Organization and Culture
- 9.3.3. Top Ten Reasons Why Startups Fail
- 9.3.4. Legal Aspects

9.10. Project Risk Management Planning
- 9.10.1. Risk Planning
- 9.10.2. Elements for Creating a Risk Management Plan
- 9.10.3. Tools for Creating a Risk Management Plan
- 9.10.4. Content of the Risk Management Plan

Module 10. Executive Management

10.1. General Management
- 10.1.1. The Concept of General Management
- 10.1.2. The General Manager's Action
- 10.1.3. The CEO and Their Responsibilities
- 10.1.4. Transforming the Work of Management

10.2. Manager Functions: Organizational Culture and Approaches
- 10.2.1. Manager Functions: Organizational Culture and Approaches

10.3. Operations Management
- 10.3.1. The Importance of Management
- 10.3.2. Value Chain
- 10.3.3. Quality Management

10.4. Public Speaking and Spokesperson Education
- 10.4.1. Interpersonal Communication
- 10.4.2. Communication Skills and Influence
- 10.4.3. Communication Barriers

10.5. Personal and Organizational Communications Tools
- 10.5.1. Interpersonal Communication
- 10.5.2. Interpersonal Communication Tools
- 10.5.3. Communication in the Organization
- 10.5.4. Tools in the Organization

10.6. Communication in Crisis Situations
- 10.6.1. Crisis
- 10.6.2. Phases of the Crisis
- 10.6.3. Messages: Contents and Moments

10.7. Preparation of a Crisis Plan
- 10.7.1. Analysis of Possible Problems
- 10.7.2. Planning
- 10.7.3. Adequacy of Personnel

10.8. Emotional Intelligence
- 10.8.1. Emotional Intelligence and Communication
- 10.8.2. Assertiveness, Empathy and Active Listening
- 10.8.3. Self-Esteem and Emotional Communication

10.9. Personal Branding
- 10.9.1. Strategies for Personal Brand Development
- 10.9.2. Personal Branding Laws
- 10.9.3. Tools for Creating Personal Brands

10.10. Leadership and Team Management
- 10.10.1. Leadership and Leadership Styles
- 10.10.2. Leader Capabilities and Challenges
- 10.10.3. Managing Change Processes
- 10.10.4. Managing Multicultural Teams

Module 11. Project Management with Predictive Methodologies

11.1. Cooperation Project
- 11.1.1. Projects vs. Operations. Process and Project
- 11.1.2. Project Management. Relevance
- 11.1.3. VUCA Environments and Project Management
- 11.1.4. Environment Overview: Predictive Methodologies and Agile Environments

11.2. Project, Program and Portfolio Management
- 11.2.1. Differences between Project, Program and Portfolio Management
- 11.2.2. Alignment with the Business and the Organization's Strategy
- 11.2.3. Organizational Project Management (OPM)

11.3. Organizational Structure of the Project
- 11.3.1. The Project Manager's Role, Functions and Attributions
- 11.3.2. Functions and Responsibilities
- 11.3.3. The Project Team
- 11.3.4. Customer Orientation and Results Orientation

11.4. The Project Management Process: Activities and Management Areas
- 11.4.1. Management Effort vs. Execution Effort
- 11.4.2. Management Areas in Any Project
- 11.4.3. Project Management Methodology in the Organization

11.5. Project Life Cycle in the Organization
- 11.5.1. Life Cycles in the Organization Depending on the Type of Projects (R&D, Implementation, Product Design...)
- 11.5.2. Internal Standardization: Standard Lifecycle in the Organization
- 11.5.3. Projects and Subprojects, Phases and Activities

11.6. Project Undertaking Environments
- 11.6.1. Environments and Reasons to Undertake Projects. Project Selection
- 11.6.2. Company Projects and Projects Guided by the Administration. Contracting vs. Bidding Processes
- 11.6.3. Offer and Commitment to the Client and the Promoter. Definition vs. Formulation of Projects
- 11.6.4. Relationship Between the Execution Environment and the Methodology to Be Used

11.7. Evaluation of Project Results
- 11.7.1. Project Performance Evaluation Techniques
- 11.7.2. Internal Evaluation of Results for the Organization
- 11.7.3. Fullfilment of Requirements Vs. Satisfaction of Customer's Expectations
- 11.7.4. Value Assurance and Long-Term Effects

11.8. Project Management in the Context of Large Systems
- 11.8.1. Relationship between Project Management and Systems Engineering
- 11.8.2. Systemic Vision of Project Management
- 11.8.3. Influence of the Degree of Complexity on Project Management

11.9. Project Management in the Context of Small Organizations
- 11.9.1. Project Management Applied in the SME Environment
- 11.9.2. Micro-Projects and Adaptation of the Methodology
- 11.9.3. Project Management Outsourcing

11.10. Current Trends in Project Management
- 11.10.1. Neither Predictive nor Agile: Hybridization
- 11.10.2. Lean Project Management
- 11.10.3. Projects and Digital Transformation
- 11.10.4. Impact of New Technologies on Project Management

Module 12. Project Life Cycles in Predictive Methodologies

12.1. Project Development Life Cycles
- 12.1.1. Waterfall Project Development Life Cycles
- 12.1.2. Agile Project Development Life Cycles
- 12.1.3. Hybrid Project Development Life Cycles

12.2. The Generic Life Cycle for Project Management
- 12.2.1. Product vs. Project Life Cycle
- 12.2.2. Phases of a Project
- 12.2.3. Phase Revisions

12.3. Project Start
- 12.3.1. Project Start-Up and Definition Issues

12.2. Act of Incorporation of a Predictive Project
- 12.3.3. Agile Project Charter

12.4. Modelling of Project Management Elements
- 12.4.1. Requirements Planning
- 12.4.2. Work Package Planning
- 12.4.3. Activity Planning

12.5. Complete Project Modeling
- 12.5.1. Scope Baseline
- 12.5.2. Baseline Schedule
- 12.5.3. Baseline Costs and Financing

12.6. Project Management Plan
- 12.6.1. Stakeholder, Communications and Resource Management Planning
- 12.6.2. Quality Management Planning and Procurement
- 12.6.3. Risk Planning

12.7. Direction and Management of Project Execution
- 12.7.1. Leading the Team
- 12.7.2. Involve Stakeholders
- 12.7.3. Knowledge Management
- 12.7.4. Implement Risk Response
- 12.7.5. Quality Management
- 12.7.6. Procurement

12.8. Monitoring and Control of the Technical Performance of the Project
- 12.8.1. Control of Baselines
- 12.8.2. Control of Resources
- 12.8.3. Risk Control
- 12.8.4. Quality Control
- 12.8.5. Procurement Control

12.9. Project Governance
- 12.9.1. Project Governance Structures: PMO, Monitoring Committee and Change Control Committee
- 12.9.2. Monitoring Communications and Stakeholder Engagement
- 12.9.3. Functions of the Project Monitoring Committee
- 12.9.4. Functions of the Project Change Control Committee

12.10. Project or Phase Closure
- 12.10.1. Essential Tasks in Closing
- 12.10.2. The Lessons Learned Register
- 12.10.3. Common Errors in Closing
- 12.10.4. Administrative Closing and Customer Closing
- 12.10.5. Closure and Dissolution of the Project Team

Module 13. Hard Skills for Project Management

13.1. Project Lines: Scope, Time and Cost
- 13.1.1. Scope Baseline
- 13.1.2. Baseline Schedule
- 13.1.3. Cost Baseline

13.2. Scope, Schedule and Cost Planning
- 13.2.1. Duration and Cost Estimation Techniques
- 13.2.2. Planning of Financing Requirements
- 13.2.3. PERT Method

13.3. Monitoring and Control of Scope, Schedule and Costs
- 13.3.1. Critical Path Method
- 13.3.2. Critical Chain Method
- 13.3.3. Earned Value Method

13.4. Project Management Scorecard
- 13.4.1. Visual Representation of the Progress Information
- 13.4.2. Qualitative and Quantitative Scorecards
- 13.4.3. Key KPI and OKR Indicators

13.5. Risk Management
- 13.5.1. Uncertainty, Threat, Opportunity and Assumption
- 13.5.2. Risk Planning
- 13.5.3. Control Risks

13.6. Qualitative Risk Management
- 13.6.1. Risk Decomposition Structures
- 13.6.2. Risk Identification Techniques
- 13.6.3. Probability x Impact Matrix

13.7. Quantitative Risk Management
- 13.7.1. Expected Monetary Value Method
- 13.7.2. Decision Tree Method
- 13.7.3. Tornado Diagram Method

13.8. Calculation of Reserves
- 13.8.1. Term and Budget Reserves
- 13.8.2. Contingency Reserves
- 13.8.3. Management Reserves

13.9. Project Follow-Up
- 13.9.1. Status Reports
- 13.9.2. Progress Reports
- 13.9.3. Change Log

13.10. Monte Carlo Simulation
- 13.10.1. Application of the Monte Carlo Simulation Method
- 13.10.2. Simulation of Time and Cost Range
- 13.10.3. Monte Carlo with Excel

Module 14. Predictive Project Management Methodologies and Frameworks

14.1. Differences between a Framework and a Management Methodology
- 14.1.1. Historical Evolution of Predictive Project Management Methodologies
- 14.1.2. Standards, Frameworks and Best Practice Guidelines
- 14.1.3. Main Project Management Doctrine Generating Agencies

14.2. PMI (Project Management Institute)
- 14.2.1. The PMI Organization
- 14.2.2. The Professional Project Manager (The Talent Triangle)
- 14.2.3. Other PMI Qualifications

14.3. PMI's Project Management Framework: The PMBOK Guide
- 14.3.1. People in Project Management
- 14.3.2. Business Environment in Project Management
- 14.3.3. Project Management Processes

14.4. Other PMI Management Frameworks
- 14.4.1. Program Management Standard
- 14.4.2. Portfolio Management Standard
- 14.4.3. Organizational Project Management Maturity Standard

14.5. ISO-21500
- 14.5.1. Project Management Process Groups
- 14.5.2. Project Management Subject Matter Groups
- 14.5.3. Project Management Process Framework

14.6. PRINCE2
- 14.6.1. Principles of Project Management
- 14.6.2. Project Management Topics
- 14.6.3. Project Management Processes

14.7. IPMA Framework
- 14.7.1. Project Management Perspectives
- 14.7.2. People in Project Management
- 14.7.3. Project Management Practices

14.8. Project Management Methodology (PM2)
- 14.8.1. Governance and Project Management Life Cycle
- 14.8.2. Project Management Processes
- 14.8.3. Project Management Artifacts

14.9. Logical Framework Approach (LFA)
- 14.9.1. Areas of Application of MLE
- 14.9.2. Project Matrix: Objectives, Results, Activities
- 14.9.3. Practical Examples EML

14.10. PM4R
- 14.10.1. Project Start
- 14.10.2. Project Planning
- 14.10.3. Project Monitoring and Control

Module 15. Requirements Management in Predictive Projects

15.1. Requirements Management in Predictive Projects
- 15.1.1. Business Analysis in Projects
- 15.1.2. Project and Product Requirements
- 15.1.3. Obtaining Project Requirements

15.2. Requirements Management
- 15.2.1. Inadequate Requirements Management as a Cause of Project Failure
- 15.2.2. The Role and Function of the Business Analyst, According to the PMI®
- 15.2.3. PMI-PBA® Certification
- 15.2.4. Project Management Institute (PMI®): A Practical Guide to Business Analysis
- 15.2.5. *International Institute of Business Analysis (IIBA®):* Business Analysis Body of Knowledge® (BABOK®)
- 15.2.6. Requirements Management Domains
- 15.2.7. Types of Project Requirements

15.3. Business Needs Assessment
- 15.3.1. Business Need
- 15.3.2. Value Proposition
- 15.3.3. Project Objectives
- 15.3.4. Identification of Interested Parties
- 15.3.5. Stakeholder Values

15.4. Requirements Management Planning
- 15.4.1. Context of the Project
- 15.4.2. Requirements Traceability Planning
- 15.4.3. Requirements Management Planning
- 15.4.4. Requirements Change Management Planning

15.5. Requirements Analysis
- 15.5.1. Compilation of Requirements
- 15.5.2. Analysis, Decomposition and Elaboration of Requirements
- 15.5.3. Comparison of the Requirements with the Product Scope
- 15.5.4. Location of Requirements
- 15.5.5. Obtaining Formal Approval of Requirements
- 15.5.6. Specification of Requirements
- 15.5.7. Validation of Requirements
- 15.5.8. Specification of Acceptance Criteria

15.6. Traceability and Requirements Control
- 15.6.1. Traceability of Requirements
- 15.6.2. Requirements Status Monitoring
- 15.6.3. Requirements Status Update
- 15.6.4. Communication of Requirements
- 15.6.5. Management of Changes in Requirements

15.7. Evaluation of Requirements Management
- 15.7.1. Validation of Test Results
- 15.7.2. Analysis of Non-Conformities (Solution Gaps)
- 15.7.3. Obtaining Formal Approval of the Solution
- 15.7.4. Evaluation of the Results of the Solution

15.8. Risk Management Associated with Project Requirements
- 15.8.1. Risk Identification based on Project and Product Requirements
- 15.8.2. Specific Risks Related to Requirements Management
- 15.8.3. Risk Management Plan Associated with Requirements Traceability
- 15.8.4. Real Options for Requirements Inaccuracy

15.9. Quality Management Associated with Requirements Management
- 15.9.1. Project Quality and Quality Requirements
- 15.9.2. Requirements Management as a Critical Factor for Project Success
- 15.9.3. Project Quality vs. Conformity to Requirements

15.10. Competencies Associated with Requirements Management
- 15.10.1. Business Vision
- 15.10.2. Complex Projects: Complexity Management
- 15.10.3. Systemic Thinking
- 15.10.4. Knowledge of the Political and Social Environment
- 15.10.5. Multiculturalism
- 15.10.6. Facilitation Skills

Module 16. Technological Tools to Help Predictive Project Management

16.1. Technological Requirements in Project Economics
- 16.1.1. Project Economics
- 16.1.2. The Project Manager's Technology Quotient
- 16.1.3. New Technological Needs and Solutions in Project Economics

16.2. Roles for Collaborative Project Management
- 16.2.1. Ways to Organize Projects
- 16.2.2. Demand Management Roles
- 16.2.3. Supply Management Roles

16.3. Requirements Analysis Tools
- 16.3.1. Mind Mapping Tools
- 16.3.2. Data Modeling Tools
- 16.3.3. Prototyping Tools

16.4. Communication Tools in Virtual Teams
- 16.4.1. Tools for Sharing Multimedia Objects
- 16.4.2. File Sharing Tools
- 16.4.3. Video-Conferencing Tools

16.5. Instant Messaging Tools
- 16.5.1. Practices with Telegram
- 16.5.2. Practices with Teams
- 16.5.3. Practices with Slack

16.6. Task Management Tools
- 16.6.1. Practices with Trello
- 16.6.2. Practices with Planner
- 16.6.3. Practices with Asana

16.7. Project Scheduling Tools
- 16.7.1. Practical Dates Planning Practices
- 16.7.2. Cost Planning Practices
- 16.7.3. Date and Cost Control Practices

16.8. Reporting Tools
- 16.8.1. Practice with Graphs
- 16.8.2. Practices with Pivot Tables
- 16.8.3. Power BI Internships

16.9. Project Governance Tools
- 16.9.1. Portfolio and Program Management Internships
- 16.9.2. Multi-Project Management Internships
- 16.9.3. Practices with Dashboards

16.10. The Future of Project Automation
- 16.10.1. Artificial Intelligence Applied to Projects
- 16.10.2. Blockchain Applied to Projects
- 16.10.3. Big Data Applied to Projects

Module 17. Competencies and Soft Skills for Project Managers

17.1. Competencies of the Project Manager
- 17.1.1. Technical Competencies
- 17.1.2. Competencies as a Leader Manager
- 17.1.3. Competencies as a Team Leader
- 17.1.4. Adaptation of Competencies to Remote, Digital and Virtual Leadership. Differences with Face-to-Face Relationships
- 17.1.5. Training for Continuous Skills Improvement for the 21st Century Through Core Skills

17.2. Communication, an Essential Competency
- 17.2.1. Communication
- 17.2.2. Ask Questions
- 17.2.3. Listening with all Senses

17.3. Inspiring: Vision, Empathy and Assertiveness
- 17.3.1. Inspire with Vision
- 17.3.2. Empathy, Putting Yourself in Other People's Places
- 17.3.3. Defense of their Own and the Project's Interests

17.4. Negotiation and Conflict Management
- 17.4.1. Negotiation and Stakeholder Relations
- 17.4.2. Mediation and Conflict Resolution
- 17.4.3. Courageous Conversations

17.5. Personal Productivity and Effectiveness
- 17.5.1. Time Management
- 17.5.2. Personal Organization
- 17.5.3. Resilience and Stress Management

17.6. Decision Making
- 17.6.1. Requests for Justified Alternatives
- 17.6.2. Speed in the Decision Making Process (Sense of Urgency)
- 17.6.3. Decision-Making Tools
- 17.6.4. The Key to Databases (Big Data)
- 17.6.5. Application of the Test and Learn Model

17.7. Ethics and Professional Responsibility for Project Management
- 17.7.1. Ethics in the Management of Projects
- 17.7.2. Application of Ethical Criteria
- 17.7.3. Making Difficult Decisions

17.8. Initiative, Curiosity, Proactivity, Creativity and Innovation
- 17.8.1. Training Keys for Proactivity and Initiative
- 17.8.2. Creativity Training Exercises
- 17.8.3. Systematics for Moving from Creativity to Innovation

17.9. Teamwork
- 17.9.1. Stages of Team Maturity
- 17.9.2. Collaboration for Creativity
- 17.9.3. Management of Enriching and Satisfying Meetings and Encounters
- 17.9.4. Feedback and Feedforward: the Keys to Giving, Asking for and Receiving Feedback
- 17.9.5. Recognition Feedback, Constructive Criticism by Measuring Feedforward
- 17.9.6. Action Plans using the CSS Tool (Continue Start Stop)

17.10. Competence Development of the Project Manager
- 17.10.1. "Competence Gap"
- 17.10.2. Growth and Improvement Options and Strategies
- 17.10.3. Personal Development Plan
- 17.10.4. Our Results Are Our Teachers

Module 18. Legal Aspects for Project Management

18.1. Organization of a Multinational
- 18.1.1. Characteristics of Multinational Enterprises
- 18.1.2. Types of Organizations according to their Structure and Degree of Decentralization
- 18.1.3. Role of the Legal Department and Identification of Stakeholders with Regulatory or Legal Influence

18.2. Project Management in an International Environment. International Contracting Budgets
- 18.2.1. Legal Fractionation and Permeability
- 18.2.2. Object. Conceptual Precisions
- 18.2.3. Sectors of Private International Law
- 18.2.4. Principle of Relativity
- 18.2.5. Regulatory Sources

18.3. Legal Environment for a Project Manager
- 18.3.1. Liability Mechanisms for Contractual Agreements
- 18.3.2. Contract and Contract Management
- 18.3.3. Obligations and Duties According to the Type of Contract
- 18.3.4. Monitoring of Compliance with Contractual Obligations

18.4. Bodies to Turn to in the Event of a Conflict in the Project. Jurisdiction and Enforcement of Resolutions
- 18.4.1. Exclusive Forums and General Forum
- 18.4.2. Forum on Real Property Rights and Lease Agreements
- 18.4.3. Forum on Legal Entities
- 18.4.4. Validity or Nullity of Entries in Public Records
- 18.4.5. Special Forums
- 18.4.6. Contractual Obligations Forum
- 18.4.7. Non-Contractual Obligations Forum
- 18.4.8. Relevant Obligation
- 18.4.9. Express and Tacit Submission
- 18.4.10. Lis Pendens and Connectivity
- 18.4.11. Basic Notions on Jurisdiction and Enforcement of Resolutions

18.5. Responsibility
- 18.5.1. Product Liability
- 18.5.2. Third-Party Liability
- 18.5.3. Insurance to be Contracted

18.6. Alternative Dispute Resolution (ADR) Mechanisms Applied to Project Management
- 18.6.1. Arbitration. Contractual Requirements for Requesting Arbitrations
- 18.6.2. Functioning of an Arbitration Court
- 18.6.3. Mediation and Conciliation. International Mediation
- 18.6.4. Advantages and Disadvantages

18.7. Legal Aspects of Supplier Management
- 18.7.1. Procurement Cycle (Purchasing) in the Company
- 18.7.2. Procurement Control Mechanisms
- 18.7.3. Legal Risks of the Relationship with the Supplier
- 18.7.4. Insurance and Penalties. Advantages and Disadvantages

18.8. Requirements for Effective Third-Party Communication in the Legal Field
- 18.8.1. Information Security and Privacy Measures
- 18.8.2. Data Protection. National and International Aspects. GDPR
- 18.8.3. Direct Marketing and Legitimate Interest
- 18.8.4. Corporate Control of the Employee
- 18.8.5. Types of Relationship with Third Parties
- 18.8.6. Complaints and Dispute Resolution

18.9. Internet Regulatory Framework
- 18.9.1. Regulation, Self-Regulation and Co-Regulation
- 18.9.2. Internet Governance and Domain Name Management
- 18.9.3. Network Neutrality and Technological Convergence
- 18.9.4. Rights on the Internet: Right to Honor, Right to Privacy, Image Rights
- 18.9.5. E-Commerce and Consumers
- 18.9.6. Intellectual Property in the Internet Field. Copyrights
- 18.9.7. Digital Assets and Protection Measures
- 18.9.8. Protection of the Online Marketplace

18.10. Costs and Risks for the Project Associated with Regulations and Legality
- 18.10.1. Identification and Prioritization of Risks Based on Legal Aspects
- 18.10.2. Estimate of Legal Costs and Reserves to Be Included in the Project Budget
- 18.10.3. Legal Impact Control in an International Environment
- 18.10.4. The PMO (Project Management Office). Legal Aspects
  - 18.10.4.1. Legal and PMO Support to Project Management
  - 18.10.4.2. Legal Aspects of Project Regulations to Be Generated and Controlled from a PMO
  - 18.10.4.3. Project Management under Agreements and Grants
  - 18.10.4.4. Types of Official Project Reports: Executive Summary, Reports, Evaluations, Assessments, Audits and Reviews. Legal Aspects to Be Included or Complied with

Module 19. Total Quality Management in Organizations

19.1. Quality
- 19.1.1. Quality in Organizations
- 19.1.2. The Economics of Quality. Quality Costs
- 19.1.3. Benefits of a Quality Management System

19.1.1.4. Integrated Systems in Business Management
- 19.1.2. Quality Control and Management
- 19.2.1. Quality Management
- 19.2.2. Total Quality as Business Excellence
- 19.2.3. Expert Contributions

19.3. Comprehensive Quality
- 19.3.1. Leadership and Total Quality Management. Deployment of Objectives
- 19.3.2. Total Quality Management. Loyalty
- 19.3.3. Total Quality and Information Technology Management
- 19.3.4. Total Quality and Knowledge Management
- 19.3.5. Process Re-Engineering

19.4. Total Quality Management
- 19.4.1. Total Quality Management (TQM)
- 19.4.2. The Great Total Quality Models
- 19.4.3. The Key Elements of Total Quality: Teamwork
- 19.4.4. The PDCA or Continuous Improvement Scheme
- 19.4.5. The LEAN Concept and Its Relation to Total Quality

19.5. Benchmarking
- 19.5.1. Benchmarking and Total Quality
- 19.5.2. Types of Benchmarking
- 19.5.3. Benchmarking Stages

19.6. Strategic Development of Total Quality
- 19.6.1. Total Quality Strategies
- 19.6.2. Total Quality Information Systems
- 19.6.3. The Strategic Vision of Total Quality
- 19.6.4. Tools Related to the Strategies Used in Total Quality

19.7. Process Approach in Total Quality
- 19.7.1. Process Management
- 19.7.2. Process Start-Up
- 19.7.3. Process Management and Improvement Based on PDCA Analysis
- 19.7.4. Relationship between Process Management and Management by Processes

19.8. Standardization: Order and Cleanliness based on 5S
- 19.8.1. The 5S Step by Step
- 19.8.2. Implementation of the 5S
- 19.8.3. Benefits of 5S Implementation

19.9. Total Quality Management Tools
- 19.9.1. Improvement Teams
- 19.9.2. The 7 Classic Tools of Total Quality
- 19.9.3. Failure Modal Analysis (FMEA)
- 19.9.4. Taguchi Method

19.10. Advanced Methodologies for Total Quality Management
- 19.10.1. Kaizen. Tools
- 19.10.2. Improvement and Problem Solving Methodologies
- 19.10.3. Quality Engineering Tools
- 19.10.4. Six Sigma

Module 20. ISO 9001 Quality Management System: 2015

20.1. Quality Management Systems
- 20.1.1. Implementation of the Design of a Quality Management System
- 20.1.2. Customer Focus
- 20.1.3. Leadership
- 20.1.4. Staff Commitment
- 20.1.5. Process Based Focus
- 20.1.6. Continuous Improvement: Process, Stages and Tools (QFD and Value Analysis)

20.2. ISO 9001 Standard: 2015
- 20.2.1. ISO 9001 Development Factors: 2015
- 20.2.2. The High-Level Structure
- 20.2.3. The Management Software Adapted to the New ISO 9001: 2015

20.3. ISO 9001: 2015: References, Regulations and Scope of Application
- 20.3.1. Terms and Definitions
- 20.3.2. Context of the Organization
- 20.3.3. Documented Information

20.4. ISO 9001: 2015. Regulatory Approach
- 20.4.1. Planning
- 20.4.2. Support
- 20.4.3. Operations

20.5. ISO 9001: 2015. Performance Evaluation
- 20.5.1. Measurement, Analysis and Evaluation
- 20.5.2. Internal Audit
- 20.5.3. Management Review
- 20.5.4. External Audits

20.6. Implementation and Implementation of a Quality Management System
- 20.6.1. Documentation of a QMS
  - 20.6.1.1. Coding
  - 20.6.1.2. Records
  - 20.6.1.3. Models and Examples
- 20.6.2. Classification of Information in a QMS
- 20.6.3. Methodology and Critical Points of Implementation
- 20.6.4. SWOT Analysis

20.7. Design of the Quality Management System
- 20.7.1. QMS Requirements
- 20.7.2. QMS Planning
- 20.7.3. Planning of the Product or Service Realization Processes

20.8. Management System Support
- 20.8.1. Monitoring and Measurement Resources: People and Infrastructure
- 20.8.2. Competence, Awareness and Communication

20.9. Leadership
- 20.9.1. Management Commitment
- 20.9.2. Responsibility, Authority and Roles
- 20.9.3. ISO 9001 Quality Management Review: 2015

20.10. Operability of the Management System
- 20.10.1. Production and Service Provision
  - 20.10.1.1. Control Measures
  - 20.10.1.2. Type of Control
  - 20.10.1.3. Scope of Control
- 20.10.2. Identification and Traceability

Module 21. The EFQM Model. Excellence Management

21.1. EFQM Model
- 21.1.1. Change and Transformation. Managing in a VUCA Environment
- 21.1.2. Keys to the EFQM Model. EFQM Model Logic
- 21.1.3. Structure of the EFQM Model

21.2. Management. Criterion 1: Purpose, Vision and Strategy
- 21.2.1. Define Purpose and Vision
- 21.2.2. Identify and Stakeholder Needs
- 21.2.3. Understanding the Ecosystem, Own Capabilities and Key Challenges
- 21.2.4. Develop the Strategy
- 21.2.5. Designing and Implementing a Management and Governance System

21.3. Management. Criterion 2: Organizational Culture and Leadership
- 21.3.1. Driving the Culture of the Organization and Reinforcing Values
- 21.3.2. Creating the Conditions to Make Change Happen
- 21.3.3. Stimulating Creativity and Innovation
- 21.3.4. Uniting and Commiting around a Purpose, Vision and Strategy

21.4. Implementation. Criterion 3: Stakeholder Engagement
- 21.4.1. Customers: Building Sustainable Relationships
- 21.4.2. People: Attracting, Engaging, Developing and Retaining Talent
- 21.4.3. Investors and Regulators: Securing and Maintaining Their Continued Support
- 21.4.4. Society: Contributing to Its Development, Well-Being and Prosperity
- 21.4.5. Partners and Suppliers: Building Relationships and Securing Their Commitment

Sustainable Value

21.5. Implementation. Criterion 4: Creating Sustainable Value
- 21.5.1. Designing and Creating Value
- 21.5.2. Communicating and Selling the Value Proposition
- 21.5.3. Developing and Delivering the Value Proposition
- 21.5.4. Designing and Implementing the Overall Experience

21.6. Implementation. Criterion 5: Managing Performance and Transformation
- 21.6.1. Managing Performance and Risk
- 21.6.2. Transforming the Organization for the Future
- 21.6.3. Driving Innovation and Leveraging Technology
- 21.6.4. Leveraging Data, Information and Knowledge
- 21.6.5. Managing Assets and Resources

21.7. Results Criterion 6: Stakeholder Perception
- 21.7.1. Customer Perception Results
- 21.7.2. People's Perception Results
- 21.7.3. Investor and Regulator Perception Results
- 21.7.4. Society's Perception Results
- 21.7.5. Partner and Supplier Perception Results

21.8. Results Criterion 7: Strategic and Operational Performance
- 21.8.1. Achievements in the Attainment of Purpose, Strategy and Sustainable Value Creation
- 21.8.2. Fulfillment of the Expectations of Key Stakeholders
- 21.8.3. Economic and Financial Performance
- 21.8.4. Performance and Transformation Management Achievements
- 21.8.5. Predictive Measurements for the Organization's Future

21.9. Logic of Excellence. Continuing Improvement Methodology REDER
- 21.9.1. REDER Logic
- 21.9.2. Application to the Direction and Execution Block
- 21.9.3. Application to the Results Block

21.10. EFQM Scoring and Practical Applications
- 21.10.1. EFQM Score
- 21.10.2. Practical Applications of the EFQM Model

Module 22. Environmental Management in Organizations

22.1. The Environment
- 22.1.1. The Role of the Environment in Organizations
- 22.1.2. Environmental Regulations
- 22.1.3. Benefits of a Quality Management System
- 22.1.4. Current Environmental Problems

22.2. Identification and Evaluation of Environmental Aspects in Organizations
- 22.2.1. Identification and Evaluation of Environmental Aspects
  - 22.2.1.1. Direct vs. Indirect Aspects
- 22.2.2. Criteria for Evaluating Identified Environmental Aspects
  - 22.2.2.1. 11.1.5.1. Assessment Criteria
  - 22.2.2.2. Significance of Environmental Aspects

22.3. Environmental Risk Analysis and Assessment
- 22.3.1. Context of the Organization
- 22.3.2. Environmental Risk Analysis
  - 22.3.2.1. Environmental Risks: Typology
  - 22.3.2.2. Types of Environmental Impacts
  - 22.3.2.3. Fragility and Vulnerability of the Environment
  - 22.3.2.4. Environmental Risk Identification Methods
- 22.3.3. Evaluation of Environmental Aspects
- 22.3.4. Assessment of Potential Damage to the Human, Natural and Socio-Economic Environment
- 22.3.5. Control and Minimization Actions: Preventive Measures

22.4. Sustainable Development and SDGs Applied to Business
- 22.4.1. Evolution of Sustainable Development at the International Level
- 22.4.2. The United Nations and the 2030 Agenda
- 22.4.3. Millennium Goals vs. SDGs
- 22.4.4. The 17 SDGs and Their Adaptation to Organizations

22.5. Circular Economy
- 22.5.1. Circular Economy and Application
- 22.5.2. The European Union's Circular Economy Action Plan

‘22.6. Legal Instruments for Combating Climate Change
- 22.6.1. Legal Response to Climate Change
  - 22.6.1.1. Climate Change
  - 22.6.1.2. Major International Initiatives
  - 22.6.1.2.1. The Kyoto Protocol
  - 22.6.1.2.2. The Paris Agreement
- 22.6.2. The IPPCC
  - 22.6.2.1. Operation and Organization
  - 22.6.2.2. IPCC Reporting and Assessment

22.7. Environmental Impact
- 22.7.1. Regulatory Framework for Environmental Assessment
- 22.7.2. Fundamental Principles of Environmental Assessment
- 22.7.3. Environmental Assessment of Projects
- 22.7.4. Environmental Assessment of Plans and Programs

22.8. Environmental Liability for Damage Caused
- 22.8.1. Activities Affected
- 22.8.2. Attribution of Responsibilities
  - 22.8.2.1. Operator Responsibility
  - 22.8.2.2. Liability of Corporate Groups
  - 22.8.2.3. Jointly and Several Liability and Subsidiary Liability
  - 22.8.2.4. Non-enforceability of the Obligation to Bear the Costs
- 22.8.3. Prevention, Avoidance and Remediation of Environmental Damage
  - 22.8.3.1. Obligations of the Operator
  - 22.8.3.2. Determination of Environmental Damage
  - 22.8.3.3. Remediation of Environmental Damage

22.9. Legal Framework for the Protection of Habitats and Species
- 22.9.1. Evolution of Habitat and Species Protection in International Treaties
- 22.9.2. European Framework for the Protection of Habitats and Species
  - 22.9.2.1. The Natura 2000 Network
  - 22.9.2.2. Protection Tools

22.10. EMAS (Eco-Management and Audit Scheme) System
- 22.10.1. Background and Regulatory Framework
- 22.10.2. Main Requirements of the EMAS Regulation
- 22.10.3. Stages in the Implementation
- 22.10.4. Advantages of Its Implementation in the Company

22.10.4.1. Differences with ISO 14001 Certification: 2015

Module 23. Environmental Management System. ISO 14001: 2015

23.1. Legislative and Regulatory Framework Environment
- 23.1.1. Development of Preventive Regulations
- 23.1.2. International Legislation and Regulations

23.2. Environmental Management Systems: ISO 14001
- 23.2.1. Environmental Management in the Organization
- 23.2.2. Environmental Reports
- 23.2.3. Environmental Risks for Accident Prevention

23.3. ISO 14001. Chapters 1 to 5
- 23.3.1. ISO 14001
- 23.3.2. ISO 14001 Development Factors and Requirements
  - 23.3.2.1. Purpose and Field of Application
  - 23.3.2.2. Normative References
  - 23.3.2.3. Terms and Definitions
- 23.3.3. Context of the Organization
- 23.3.4. Leadership and Employee Involvement

23.4. ISO 14001. Chapters 6, 7 and 8
- 23.4.1. Planning
- 23.4.2. Support
- 23.4.3. Operation

23.5. ISO 14001. Chapters 9 and 10
- 23.5.1. Performance Evaluation
- 23.5.2. Improvement

23.6. Evaluation of Environmental Aspects
- 23.6.1. Main Categories of Environmental Aspects
- 23.6.2. Criteria for the Evaluation of Environmental Aspects
- 23.6.3. Evaluation of Environmental Aspects in Order to Determine Significant Aspects

23.7. Life Cycle
- 23.7.1. Life Cycle Inventory
- 23.7.2. Life Cycle Impact Assessment
- 23.7.3. Interpretation of Results

23.8. Waste Management
- 23.8.1. Waste Streams
- 23.8.2. Authorizations and Communications

23.9. Environmental Indicators
- 23.9.1. Environmental Performance Indicators (EPI)
- 23.9.2. Environmental Condition Indicators (ACIs)
- 23.9.3. Carbon Footprint and Water Footprint

23.10. Ecolabels
- 23.10.1. Type 1 Eco Label
- 23.10.2. Type 2 Eco Label
- 23.10.3. Environmental Self-Declarations. Type III Environmental Statements

Module 24. Management of Occupational Risk Prevention in the Organizations

24.1. Work and Health: Occupational Risks. Risk Factors
- 24.1.1. Prevention Management
- 24.1.2. The Work
- 24.1.3. The Health of Professionals
- 24.1.4. Risk Factors Inherent to the Work Activity
- 24.1.5. Influence of Working Conditions on Prevention Management
- 24.1.6. Prevention Techniques and Protection Techniques
- 24.1.7. Personal Protective Equipment: Functions, Usefulness and Selection for Each Work Activity

24.2. Damages Derived from Work. Occupational Accidents and Occupational Diseases
- 24.2.1. Damage to Health. Occupational Accidents and Occupational Diseases
- 24.2.2. Occupational Accidents. Types
- 24.2.3. Accident/Incident Ratio Rule
- 24.2.4. Repercussions of Occupational Accidents
- 24.2.5. Occupational Disease: How to Deal with It Equitably and Sustainably

24.3. Basic Legislative and Regulatory Framework for Occupational Risk Prevention
- 24.3.1. Historical Evolution of the Legislative Framework in Preventive Matters
- 24.3.2. International Legislation and Regulations. European Union Regulations
- 24.3.3. Specific Regulations
- 24.3.4. Company and Occupational Health and Safety Obligations
- 24.3.5. Responsibilities and Sanctions. Employee Rights and Obligations
- 24.3.5. Prevention Delegates
- 24.3.7. Health and Safety Committee

24.4. Public Agencies Related to Occupational Safety and Health
- 24.4.1. Public Organizations
- 24.4.2. European Organizations

24.5. Risk Prevention Documentation: Collection, Preparation and Archiving
- 24.5.1. Treatment of the Information Obtained
- 24.5.2. Actions to be Developed Based on the Information Collected

24.6. Operational Management of Occupational Risk Prevention
- 24.6.1. Operational Risk Planning and Management
- 24.6.2. Execution of Prevention Processes
- 24.6.3. Control and Adjustment of Process Performance
- 24.6.4. Prevention System Audits
- 24.6.5. Cost of Occupational Accidents: Contingency, Benefits and Incapacities

24.7. Risks Associated with Health and Safety Conditions. How to Minimize Them
- 24.7.1. Poor Lighting
- 24.7.2. Exposure to Pollutants
- 24.7.3. Noise Exposure

24.8. Risks Associated with the Work Environment. How to Minimize Them
- 24.8.1. Ionizing Radiation
- 24.8.2. Electric Fields and Magnetic Fields
- 24.8.3. Optical Radiation

24.9. Risks Associated with Psychosociology Applied to Work. How to Minimize Them
- 24.9.1. Content, Load, Pace and Time of Work
- 24.9.2. Participation and Control of the Labor Activity
- 24.9.3. Organizational Culture: Influence on Risk Management and Prevention

Module 25. Occupational Risk Prevention Management System. ISO 45001: 2018

25.1. Occupational Risk Prevention
- 25.1.1. Occupational Hazards and Risks
- 25.1.2. Occupational Risk Prevention Management

25.2. Preventive Techniques and Disciplines. Safety and Industrial Hygiene
- 25.2.1. Occupational Safety
- 25.2.2. Industrial Hygiene

25.3. Preventive Techniques and Disciplines. Ergonomics and Occupational Medicine
- 25.3.1. Ergonomics and Psychosociology Applied to the Workplace
- 25.3.2. Occupational Medicine

25.4. The ISO 45001 Standard: 2018
- 25.4.1. Implementation of an OSH Management System
- 25.4.2. ISO 45001. Background, Evolution and Basic Characteristics
- 25.4.3. High-level Structure of the ISO Standard: Possibility of Integration with Other ISO Standards

25.5. ISO 45001: 2018. Scope of Application
- 25.5.1. Scope of Application
- 25.5.2. Terms and Definitions

25.6. ISO 45001:2018. Implementation Plan
- 25.6.1. Implementation Plan
- 25.6.2. Context of the Organization
- 25.6.3. Scope of the SGSST

25.7. ISO 45001: 2018. Planning
- 25.7.1. Leadership and Employee Involvement
- 25.7.2. Planning
- 25.7.3. Support
- 25.7.4. Support

25.8. ISO 45001: 2018. Operation
- 25.8.1. Operational Control
- 25.8.2. Emergency Preparedness and Response

25.9. ISO 45001: 2018. Performance Evaluation
- 25.9.1. Performance Monitoring, Measurement, Analysis and Evaluation
- 25.9.2. Evaluation of Compliance
- 25.9.3. Internal Auditing
- 25.9.4. Management Review

25.10. ISO 45001: 2018. Improvement
- 25.10.1. Incidents, Non-conformities and Corrective Actions
- 25.10.2. Continuing Improvement
- 25.10.3. OSHMS Certification

Module 26. Integration of Management Systems

26.1. Systems Integration for the Organization
- 26.1.1. Background
- 26.1.2. Key Points
- 26.1.3. Fundamentals

26.2. Approach to Management Systems Integration
- 26.2.1. Objectives
- 26.2.2. Advantages

26.3. Structure of an Integrated Management System
- 26.3.1. Integrated Management Policy. Overview
- 26.3.2. Utility and Importance of Integration in an Organization

26.4. Common Standards for Systems Integration
- 26.4.1. UNE 66177 Standard: 2005
- 26.4.2. PAS 99 Standard: 2012
- 26.4.3. DS 8001 Standard: 2005

26.5. Guide for Integration in Accordance with UNE 66177: 2005
- 26.5.1. Phases for Integration

26.6. UNE 66177 Standard: 2005
- 26.6.1. Structure of the Integration Plan
- 26.6.2. Development of the Integration Plan

26.7. Integration Methods
- 26.7.1. Basic Method
- 26.7.2. Advanced Method
- 26.7.3. Expert Method

26.8. Correspondence Between Standards
- 26.8.1. Transversal Elements
- 26.8.2. Specific Components

26.9. Implementation
- 26.9.1. Responsibilities and Work Team
- 26.9.2. Effective Follow-up of the Integration Plan

26.10. Documentation of an Integrated System
- 26.10.1. Procedure
- 26.10.2. Application

Module 27. Audits of Integrated Management Systems Based on the ISO 19011 Standard: 2018

27.1. Management System Audits
- 27.1.1. Intention
- 27.1.2. Types of Audits
- 27.1.3. Key Terms

27.2. Standards Related to Management System Audits
- 27.2.1. ISO 19011 Guidelines for the Audit of Management Systems
- 27.2.2. ISO/IEC 27007 Guidelines for the Audit of Information Security Management Systems
- 27.2.3. ISO/IEC 17021-1 Requirements for Bodies Conducting Management System Audits and Certifications. Part 1. Requirements
- 27.2.4. ISO & IAF. ISO 9001 Auditing Practices Group

27.3. Principles of Management System Audits
- 27.3.1. Integrity
- 27.3.2. Impartial Presentation
- 27.3.3. Due Professional Care
- 27.3.4. Confidentiality
- 27.3.5. Independence
- 27.3.6. Evidence-Based Approach
- 27.3.7. Risk-Based Approach

27.4. Audit Program Management
- 27.4.1. The Audit Program and its Objectives
- 27.4.2. Audit Program Risks and Opportunities
- 27.4.3. Responsibilities and Competencies for Audit Program Management
- 27.4.4. Audit Program Resources
- 27.4.5. Follow-Up and Improvement of the Audit Program

27.5. Audit Plans
- 27.5.1. Audit Feasibility
- 27.5.2. Review of Documented Information
- 27.5.3. Audit Planning
- 27.5.4. Checklists

27.6. Carrying out the Audit
- 27.6.1. The Opening Meeting
- 27.6.2. Methods
- 27.6.3. Generation of Findings
- 27.6.4. Communication in the Audit
- 27.6.5. Conclusions
- 27.6.6. The Closing Meeting

27.7. Remote Audits
- 27.7.1. IAF Documents as a Basis for Remote Audits
- 27.7.2. Risks and Opportunities
- 27.7.3. Confidentiality and Information Security Controls

27.8. Audit Report
- 27.8.1. Report Preparation
- 27.8.2. Distribution

27.9. Review of the Auditor's Treatment of Findings
- 27.9.1. Proofreading Review
- 27.9.2. Review of the Root Cause Analysis
- 27.9.3. Review of Corrective Actions
- 27.9.4. Review of the Effectiveness of Actions

27.10. Auditors' Competence
- 27.10.1. Knowledge and Skills
- 27.10.2. Personal Attributes
- 27.10.3. Evaluation of Auditors

An academic experience without schedules or on-site classes and which you can access from any device with an Internet connection"

04

Teaching Objectives

The main objective of this Advanced Master's Degree in Senior Management of Business Projects is to provide experts with comprehensive and up-to-date knowledge on best practices in initiative management. In this way, students will develop skills to plan, execute and supervise complex projects in competitive environments. In addition, they will acquire skills in leadership, resource optimization and risk mitigation, preparing them to assume strategic roles and ensure organizational success.

You will handle technological tools based on data analysis to improve operational efficiency and informed decision making"

General Objectives

- Develop the key leadership skills that should define working professionals
- Delve into the the sustainability criteria set by international standards when developing a business plan
- Develop strategies to carry out decision-making in a complex and unstable environment
- Apply information and communication technologies to the different areas of the company
- Carry out the marketing strategy that allows to make the product known to potential clients and to generate an adequate image of the company
- Be able to develop all the phases of a business idea: design, feasibility plan, execution, monitoring
- Address workload distribution mechanisms of shared resources among several projects
- Create innovative strategies in line with different projects
- Establish the appropriate guidelines for the company's adaptation to the changing society
- Determine how performance facts are to be communicated to the monitoring committee to make data-driven decisions

Specific Objectives

Module 1. Leadership, Ethics and Social Responsibility in Companies

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

Module 2. Strategic Management and Executive Management

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

Module 3. People and Talent Management

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

Module 4. Economic and Financial Management

- Manage innovative tools for making strategic financial decisions that optimize resources and ensure the company's profitability
- Train in the preparation and management of budgets, financial reports and project feasibility analysis

Module 5. Operations and Logistics Management

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

Module 6. Information Systems Management

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

Module 7. Commercial Management, Strategic Marketing and Corporate Communications

- Train in the creation and execution of commercial and marketing strategies that align the business offer with market demands
- Develop skills in corporate communication management to strengthen brand image

Module 8. Market Research, Advertising and Commercial Management

- Master the use of tools and methodologies to conduct market research to identify business opportunities
- Manage effective advertising campaigns and make strategic decisions in commercial management

Module 9. Innovation and Project Management
- Develop the ability to manage innovative projects that add value and differentiate the company in the market
- Develop skills in the planning, execution and control of projects with a focus on innovation and sustainability

Module 10. Executive Management
- Obtain skills to lead management teams in dynamic and globalized business environments
- Train to make strategic decisions that optimize resources and improve organizational performance

Module 11. Project Management with Predictive Methodologies
- Apply predictive methodologies in the planning and execution of projects to ensure compliance with deadlines, costs and quality
- Develop a structured approach to project management using predictive techniques and tools

Module 12. Project Life Cycles in Predictive Methodologies
- Understand the key phases of the project life cycle within predictive methodologies
- Develop skills to plan and control all project phases, from initiation to completion

Module 13. Hard Skills for Project Management
- Obtain essential technical skills in project management, such as time, budget and resource management
- Apply advanced planning, scheduling and control techniques to complex projects

Module 14. Predictive Project Management Methodologies and Frameworks
- Analyze the most commonly used frameworks in predictive project management, such as PMBOK and Prince2
- Apply predictive methodologies effectively to structure and manage projects efficiently

Module 15. Requirements Management in Predictive Projects
- Acquire the ability to define, document and manage requirements in predictive projects
- Use techniques to control changes in requirements throughout the project life cycle

Module 16. Technological Tools to Help Predictive Project Management
- Identify and use specific technological tools for predictive project management, such as planning and control software
- Apply online collaboration tools to improve the communication and coordination between project teams

Module 17. Competencies and Soft Skills for Project Managers
- Develop key interpersonal skills for effective project team management, such as communication, conflict resolution and negotiation
- Improve the ability to motivate and lead multidisciplinary teams in complex work environments

Module 18. Legal Aspects for Project Management
- Understand the legal issues relevant to project management, including contracts, intellectual property and regulatory compliance
- Apply legal principles in drafting contractual agreements and managing disputes

Module 19. Total Quality Management in Organizations

- Implement a total quality culture in organizations, ensuring continuous improvement and customer satisfaction
- Measure and analyze quality performance in all areas of the organization, promoting operational excellence

Module 20. ISO 9001 Quality Management System: 2015

- Understand the principles and requirements of ISO 9001: 2015 to implement an effective quality management system
- Develop the ability to plan, implement and audit quality management systems based on ISO 9001

Module 21. The EFQM Model. Excellence Management

- Apply the European Foundation for Quality Management model to assess and improve organizational excellence
- Foster an organizational culture of excellence and innovation at all levels

Module 22. Environmental Management in Organizations

- Implement sustainable policies and practices within organizations to minimize environmental impact
- Develop a strategic approach to natural resource management and footprint reduction

Module 23. Environmental Management System. ISO 14001: 2015

- Apply the principles and requirements of ISO 14001: 2015 to establish an effective environmental management system
- Evaluate and audit environmental management systems based on ISO14001 standard

Module 24. Management of Occupational Risk Prevention in the Organizations

- Develop skills in the identification, evaluation and management of occupational risks within organizations
- Implement occupational health and safety programs to prevent accidents and illnesses in the work environment

Module 25. Occupational Risk Prevention Management System. ISO 45001: 2018

- Understand the principles and requirements of ISO 45001: 2018 to implement an occupational health and safety management system
- Improve occupational risk prevention management by integrating safety practices according to ISO 45001

Module 26. Integration of Management Systems

- Develop skills in the integration of different management systems, such as quality, environment and safety, to improve organizational efficiency
- Implement approaches and tools to align management systems with the organization's strategic objectives

Module 27. Audits of Integrated Management Systems Based on the ISO 19011 Standard: 2018

- Apply the principles of auditing according to ISO 19011: 2018 to assess integrated management systems
- Use audits as a tool to promote continuous improvement within the organization's management systems

This program covers the latest updates in Senior Management of Business Projects. With TECH you will take the step towards professional excellence"

05

Career Opportunities

Upon completion of this Advanced Master's Degree in Senior Management of Business Projects, professionals will have in-depth knowledge of the most effective methodologies for planning, executing and supervising complex initiatives. In addition, graduates will be able to optimize resources, manage multidisciplinary teams and mitigate strategic risks. In this way, they will enhance their career prospects and assume key roles as Project Manager, Strategic Consultant or Director of Operations in various business organizations.

You will implement sophisticated strategies that will boost the creativity and competitiveness of institutions in the marketplace"

Graduate Profile

Graduates of this university program are highly qualified to lead and coordinate complex projects in various sectors. They have a deep knowledge of project management methodologies, advanced technological tools and strategic analysis techniques, necessary to ensure the success of business initiatives. In addition, they are prepared to optimize resources, manage multidisciplinary teams and mitigate risks, collaborating effectively with all stakeholders. In this way, experts will enhance their career opportunities and assume key roles such as Project Manager, Business Management Consultant or Operations Manager, contributing to the growth of organizations.

You will advise organizations on the implementation of agile methodologies such as Scrum or Kanban to improve their operational processes.

- **Strategic Leadership:** Professionals develop the ability to lead multidisciplinary teams, inspiring and guiding members towards the achievement of common goals. They adapt their leadership style to different business contexts in order to maximize team efficiency and motivation
- **Resource and Budget Management:** A core competency is the ability to efficiently manage the financial, human and material resources of projects. This includes detailed budgeting, optimal resource allocation and cost control to ensure the economic viability of business initiatives
- **Critical Thinking and Problem Solving:** Professionals develop the ability to analyze complex situations, identify potential challenges and generate innovative solutions
- Digital and Technological Competence: In today's environment, it is critical for professionals to handle digital tools and advanced technologies to support project management. This includes the use of project management software, collaborative platforms and data analytics to improve the planning, execution and monitoring of business initiatives

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

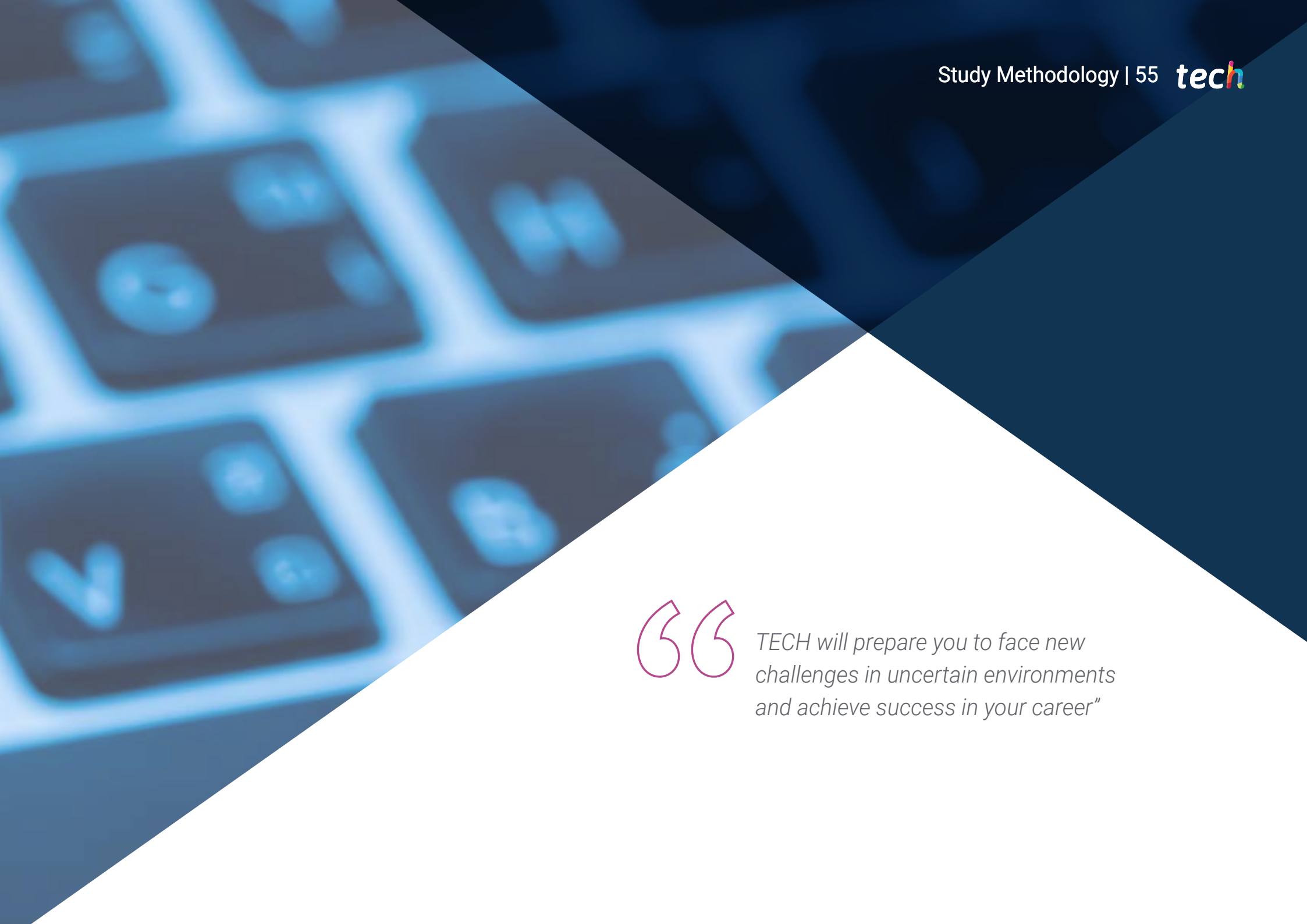
1. **Project Manager:** Responsible for planning, executing and closing projects, ensuring that objectives are met within budget and timeframe
2. **Project Management Consultant:** Professional who advises organizations on optimizing their project management processes
3. **Operations Director:** Responsible for overseeing the day-to-day operations of a company, coordinating teams and ensuring that processes run smoothly and efficiently
4. **Program Manager:** Responsible for managing a set of interrelated projects that contribute to the strategic objectives of the organization
5. **International Project Coordinator:** Professional who manages projects involving multiple countries, coordinating teams and resources on a global level
6. **Organizational Change Manager:** Expert in leading transformation processes within a company, facilitating the adoption of new strategies, technologies or structures
7. **Innovation Director:** Responsible for fostering and managing innovation within an organization, developing new ideas and transforming them into viable projects
8. **Risk Manager:** Professional who identifies, analyzes and mitigates risks associated with business projects
9. **Project Portfolio Manager:** Responsible for managing and prioritizing a set of projects to align them with the strategic objectives of the organization
10. **Manager of Human Resources in Projects:** Specialist in managing the talent and skills of project teams
11. **Director of Business Strategy:** Responsible for defining and overseeing the implementation of business strategies

06

Study Methodology

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

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



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

The student: the priority of all TECH programs

In TECH's study methodology, the student is the main protagonist.
The teaching tools of each program have been selected taking into account the demands of time, availability and academic rigor that, today, not only students demand but also the most competitive positions in the market.

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

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

The most comprehensive study plans at the international level

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

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

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

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

Case Studies and Case Method

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

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

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

Relearning Methodology

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

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

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

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

A 100% online Virtual Campus with the best teaching resources

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

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

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

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

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

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

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

The university methodology top-rated by its students

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

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

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

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

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

Study Material

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

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

Practicing Skills and Abilities

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

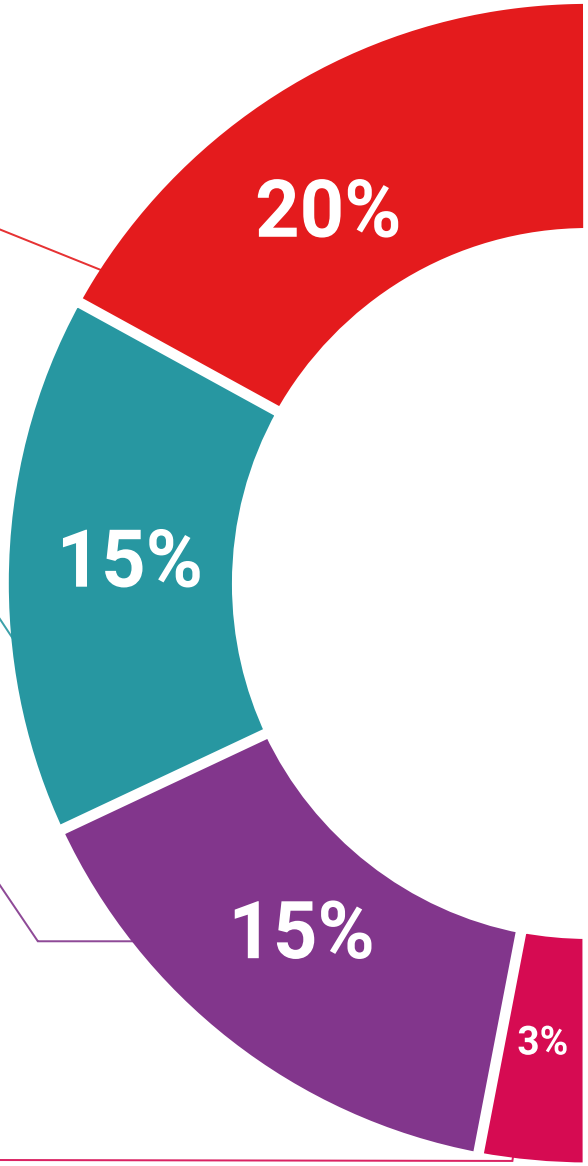
Interactive Summaries

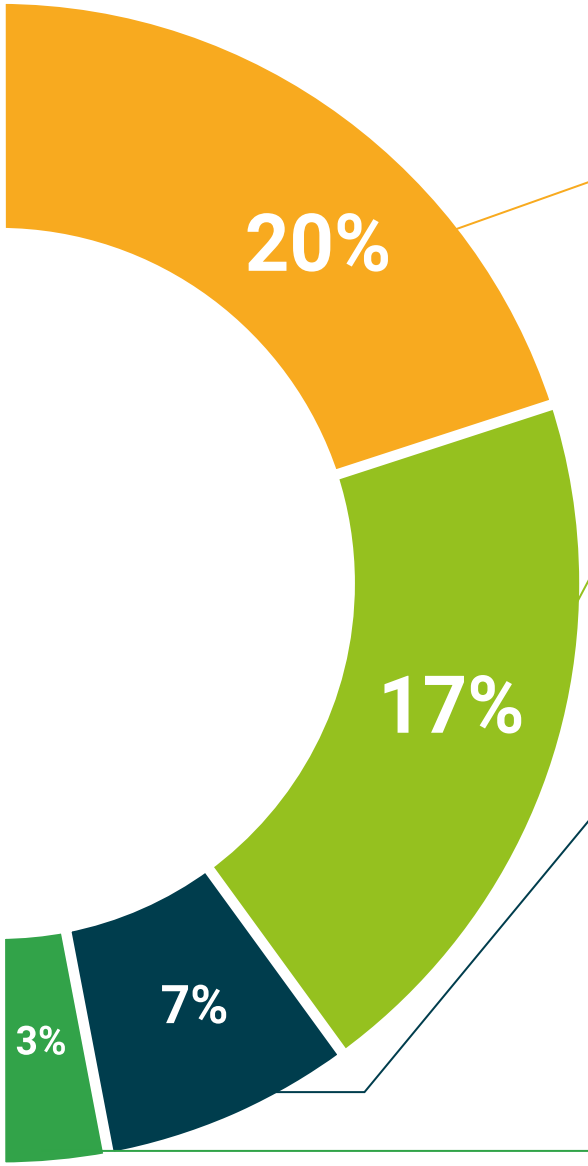
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

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

Additional Reading

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





Case Studies

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

Testing & Retesting

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

Classes

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

Learning from an expert strengthens knowledge and memory, and generates confidence for future difficult decisions.

Quick Action Guides

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

07

Teaching Staff

TECH's priority is to make available to everyone the most complete and updated university programs in the academic panorama, which is why it carries out a meticulous process to form its teaching staff. Thanks to this, this Advanced Master's Degree has the collaboration of authentic references in the field of Senior Management of Business Projects. These professionals have developed various teaching materials that stand out for their high quality and for adapting to the demands of today's labor market. As a result, students will enjoy an intensive experience that will significantly raise their professional horizons.

You will enjoy the individualized advice of the teaching team, made up of authentic experts in Senior Management of Business Projects"

International Guest Director

With over 20 years of experience in designing and leading global talent acquisition teams, Jennifer Dove is an expert in recruitment and technology strategy. Throughout her career, she has held senior positions in several technology organizations within ***Fortune 50*** companies such as **NBCUniversal** and Comcast. Her track record has allowed her to excel in competitive, high-growth environments. As **Vice President** of Talent Acquisition at **Mastercard,** she is responsible for overseeing talent onboarding strategy and execution, collaborating with business leaders and HR managers to meet operational and strategic hiring objectives. In particular, she aims to **build diverse, inclusive and high-performing teams** that drive innovation and growth of the company's products and services. In addition, she is adept at using tools to attract and retain the best people from around the world. She is also responsible for **amplifying** Mastercard's **employer brand** and value proposition through publications, events and social media. Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of **Human Resources** professionals and contributing to the onboarding of numerous employees at different companies. After earning her bachelor's degree in Organizational Communication from the University of **Miami**, she has held senior recruiting positions at companies in a variety of fields. On the other hand, she has been recognized for her ability to lead organizational transformations, **integrate technologies** in recruitment processes and develop leadership programs that prepare institutions for future challenges. She has also successfully implemented **occupational wellness** programs that have significantly increased employee satisfaction and retention.

Ms. Dove, Jennifer

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

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

International Guest Director

A technology leader with decades of experience in **major technology multinationals**, Rick Gauthier has developed prominently in the field of **cloud** services **and** end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees. He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at **Amazon** has allowed him to manage and integrate the company's IT services in the United States. At **Microsoft** he led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

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

Mr. Gauthier, Rick

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

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

International Guest Director

Romi Arman is a renowned international expert with more than two decades of experience in **Digital Transformation**, *Marketing, Strategy* and **Consulting**. Through that extended trajectory, he has taken different risks and is a permanent **advocate** for **innovation** and **change** in the business environment. With that expertise, he has collaborated with CEOs and corporate organizations from all over the world, pushing them to move away from traditional business models. In this way, he has helped companies such as Shell Energy become **true market leaders**, focused on their **customers** and the **digital world**. The strategies designed by Arman have a latent impact, as they have enabled several corporations to improve the experiences of consumers, staff and **shareholders** alike. The success of this expert is quantifiable through tangible metrics such as **CSAT**, **employee engagement** in the institutions where he has practiced and the growth of the **EBITDA financial indicator** in each of them. Also, in his professional career, he has nurtured and **led high-performance teams** that have even received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: meeting **customers**' complex **decarbonization** demands **supporting** a "**cost-effective decarbonization**" and **overhauling** a fragmented **data**, *digital and technology* landscape. Therefore, his efforts have shown that in order to achieve sustainable success, it is essential to start from the needs of consumers and lay the foundations for the transformation of processes, data, technology and culture. In addition, the executive stands out for his mastery of the **business applications** of Artificial Intelligence, a subject in which he holds a postgraduate degree from the London Business School. At the same time, he has accumulated experience in ***IoT*** and **Salesforce.**

Mr. Arman, Romi

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

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

International Guest Director

Manuel Arens is an **experienced data management professional** and leader of a highly qualified team. In fact, Arens holds the position of **global purchasing manager** in Google's Technical Infrastructure and Data Center division, where he has spent most of his professional career. Based in Mountain View, California, he has provided solutions for the tech giant's operational challenges, such as **master data integrity, vendor data updates** and vendor **prioritization**. He has led data center supply chain planning and vendor risk assessment, generating process and workflow management improvements that have resulted in significant cost savings. With more than a decade of work providing digital solutions es and leadership for companies in diverse industries, he has extensive experience in all aspects of strategic solution delivery, including **marketing, media analytics, measurement** and *attribution.* In fact, he has received a number of accolades for his work, including the **BIM Leadership Award**, the **Search Leadership Award**, the **Lead Generation Export Program Award** and the **Export Lead Generation Program Award and the EMEA Best Sales Model Award.** Arens also served as **Sales Manager** in Dublin, Ireland. In this role, he built a team of 4 to 14 members over three years and led the sales team to achieve results and collaborate well with each other and cross-functional teams. He also served as **Senior Industry Analyst,** in Hamburg, Germany, creating storylines for over 150 clients using internal and third party tools to support analysis. He developed and wrote in-depth reports to demonstrate his mastery of the subject matter, including understanding the **macroeconomic** and **political/regulatory factors** affecting technology adoption and diffusion. He has also led teams at companies such as **Eaton, Airbus** and **Siemens**, where he gained valuable account management and supply chain experience. He is particularly noted for continually exceeding expectations by **building valuable customer relationships** and working seamlessly with people at all levels of an organization, including stakeholders, management, team members and customers. His data-driven approach and ability to develop innovative and scalable solutions to industry challenges have made him a prominent leader in his field.

Mr. Arens, Manuel

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

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

International Guest Director

Andrea La Sala is an **experienced Marketing executive** whose projects have had a **significant impact** on the **Fashion environment**. Throughout his successful career he has developed different tasks related to **Product**, *Merchandising* and **Communication**. All this linked to prestigious brands such as **Giorgio Armani, Dolce&Gabbana, Calvin Klein**, among others. The results of this **high-profile international executive** have been linked to his proven ability to **synthesize information** in clear frameworks and execute **concrete actions** aligned to **specific business** objectives. In addition, he is recognized for his **proactivity and adaptation to fast-paced** work rhythms. To all this, this expert adds a strong commercial awareness, **market vision** and a **genuine passion** for **products**. As Global Brand and Merchandising Director at **Giorgio Armani**, he has overseen a variety of **marketing strategies** for **apparel and accessories**. His tactics have also focused on the **retail environment** and **consumer needs** and **behavior**. In this role, La Sala has also been responsible for shaping the marketing of products in different markets, acting as **team leader** in the **Design, Communication and Sales departments.** Furthermore, in companies such as Calvin Klein or **Gruppo Coin**, he has undertaken projects to boost the **structure**, and **development** of **different collections**. In turn, he has been in charge of creating **effective calendars** for buying and selling **campaigns.** He has also been in charge of the **terms, costs, processes and delivery times** of different operations. These experiences have made Andrea La Sala one of the main and most qualified **corporate leaders** in **Fashion** and **Luxury.** A high managerial capacity with which he has managed to effectively **implement the positive positioning** of **different brands** and redefine their key performance indicators (KPIs).

Mr. La Sala, Andrea

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

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

International Guest Director

Mick Gram is synonymous with innovation and excellence in the field of **Business Intelligence** internationally. His successful career is linked to leadership positions in multinationals such as **Walmart** and Red Bull. Likewise, this expert stands out for his vision to **identify emerging technologies** that, in the long term, achieve an everlasting impact in the corporate environment. On the other hand, the executive is considered a **pioneer** in the **use of data visualization techniques** that simplified complex sets, making them accessible and facilitating decision making. This ability became the pillar of his professional profile, transforming him into a desired asset for many organizations that bet on gathering information and generating concrete actions from them.

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

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

Mr. Gram, Mick

- Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- Business Intelligence Solutions Architect for Walmart Data Café
- Independent Business Intelligence and Data Science Consultant
- Business Intelligence Director at Capgemini
- Chief Analyst at Nordea
- Chief Business Intelligence Consultant for SAS
- Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- Executive MBA in e-Commerce at the University of Copenhagen
- Bachelor's Degree and Master's Degree in Mathematics and Statistics at the University of Copenhagen

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

International Guest Director

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

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

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

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

Mr. Stevenson, Scott

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

Achieve your academic and career goals with the best qualified experts in the world! The faculty of this MBA will guide you through the entire learning process"

International Guest Director

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

In this sense, she has developed a solid professional career of more than two decades in this field, which has led her to be part of prestigious international reference entities such as **Coca-Cola**. Her role involves the supervision and management of corporate communication, as well as the control of the organizational image. Among her main contributions, she has led the implementation of the Yammer **internal interaction platform**. Thanks to this, employees increased their commitment to the brand and created a community that significantly improved the transmission of information. On the other hand, she has been in charge of managing the communication of the companies' **strategic investments** in different African countries. An example of this is that she has managed dialogues around significant investments in Kenya, demonstrating the commitment of the entities to the economic and social development of the country. At the same time, she has achieved numerous **recognitions** for her ability to manage the perception of the firms in all the markets in which it operates. In this way, she has ensured that companies maintain a high profile and consumers associate them with high quality. In addition, in her firm commitment to excellence, she has actively participated in renowned global **Congresses and Symposiums** with the objective of helping information professionals to stay at the forefront of the most sophisticated techniques to **develop successful strategic communication plans**. In this way, she has helped numerous experts to anticipate institutional crisis situations and to manage adverse events in an effective manner.

Ms. Thole-Muir, Wendy

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

Thanks to this 100% online university program, you will be able to combine your studies with your daily obligations, under the guidance of the leading international experts in the field of your interest. Enroll now!"

Management

Mr. Pérez Pérez, Manuel Felipe

- Senior Project Manager at Equidea
- Project Manager at AYDEM Consulting
- Consultant and Trainer in Organizational Development and Project Management
- Head of Training for Postgraduate Studies at the Professional Association of Technical Engineers in Computer Science of the Community of Madrid
- Technical Engineering of Telecommunications by the Polytechnic University of Madrid
- Telecommunication Systems Engineering from the Polytechnic University of Madrid
- European EUR-ING Engineer at FEANI
- Project Management Professional (PMP®)
- Advanced Program in Agile Project Management with SCRUM® methodology

Dr. Arturo Peralta Martín-Palomino

- CEO and CTO at Prometeus Global Solutions
- CTO at Korporate Technologies
- CTO at AI Shepherds GmbH
- Consultant and Strategic Business Advisor at Alliance Medical
- Director of Design and Development at DocPath
- Doctorate in Psychology from the University of Castilla La Mancha
- Doctorate in Economics, Business and Finance from the Camilo José Cela University
- Doctorate in Psychology from University of Castilla La Mancha
- Master's Degree in Executive MBA from the Isabel I University
- Master's Degree in Sales and Marketing Management from the Isabel I University
- Expert Master's Degree in Big Data by Hadoop Training
- Master's Degree in Advanced Information Technologies from the University of Castilla La Mancha
- Member of: SMILE Research Group

Professors

Dr. Murgia Bergara, Iñaki

- Consultant at Alium Consulting
- Responsible for Management Systems at Jeremías España SA. Chimney manufacturer
- Consulting Specialist at Zillion Group
- Degree in Biology from the Polytechnic University of Valencia.
- PhD in Biological Sciences from the Polytechnic University of Valencia
- Expert Course in Lean Manufacturing and Construction Quality
- Member of: SMILE Research Group

Mr. Gámez de la Torre, Manuel Jesús

- Specialist in Quality, Safety and Environment Management
- Responsible for Food Safety and Quality at Hotel Villamadrid
- Author of several books on Environmental, Quality and Corporate Social Responsibility issues.
- Expert teacher in Quality and Environment in university studies and training courses
- Degree in Biological Sciences from the Autonomous University of Madrid
- Master's Degree in Occupational Risk Prevention

Mr. Navarro Doñoro, Juan

- Responsible for Certified Management Systems Audits at Metro Madrid
- Responsible for Occupational Risk Prevention Management at Metro Madrid
- President of the Safety Committee of the Spanish Association of Maintenance
- Preventive Labor Management Coordinator
- Law Degree from the Autonomous University of Madrid
- Superior Technician in Occupational Risk Prevention with the 3 specialties, Safety, Hygiene and Psychosociology and Applied Ergonomics

Dr. Abajo Merino, Rafael

- Specialist in audits of Part Three 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
- Executive of the Directorate of Strategic Quality Development - National Institute of Quality (INACAL)
- Consultant - Hubro Calidad S.A.L. - Madrid, Spain
- Chemical Engineer from the National University of Callao
- Master's Degree in Total Quality from Carlos III University of Madrid
- Auditor certified and registered by IRCA as Lead Auditor QMS ISO 9001:2015
- Business Administration and Management, Project Management. Peruvian University of Applied Sciences
- Member of: Member of the Technical Committee for Standardization of Management and Quality Assurance INACAL, mirror committee of ISO/TC 176. Technical Committee for Standardization of Quality Management in Educational Organizations, representing Íconos en Sistemas de Gestión S.A.C. Permanent Accreditation Committee of the National Quality Institute INACAL

Ms. Liñán Álvarez, Adela
- Teacher and tutor in classroom training actions approved in Prevention Services
- Teacher and Tutor in approved teaching centers attached to SEPE
- Quality Systems Auditor
- Social Graduate from the University of León
- MBA in HR Management
- Master's Degree in Occupational Risk Prevention with the Specialties of Safety, Hygiene and Ergonomics and Applied Psychosociology

Ms. Seoane Otín, Rocío
- Environment and Sustainability Technician at FCC Medio Ambiente
- 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 Risk Prevention from the University of the Mid-Atlantic. Las Palmas, Spain

Ms. Galán Espejo, Arantxa
- Specialist in Occupational Risk Prevention
- Coordinator of Technical Teams at ANTEA Prevención de Riesgos Laborales SL
- Graduate in Environmental Sciences from the University of Cordoba
- Master's Degree in Quality, Environmental, Occupational Health and Safety Management Systems by AENOR
- Master's Degree in Occupational Risk Prevention from the University of Cordoba
- Integrated Systems Auditor Course by AENOR

Dr. Espinosa Víctor, Eduardo
- Member of the Bioproducts and Process Engineering research group
- Lecturer in university studies related to Biochemical Engineering
- Author of dozens of scientific articles
- Speaker in dozens of papers in international congresses
- Doctor in Biosciences and Agroalimentary Sciences from the University of Córdoba
- Graduate in Environmental Sciences from the University of Córdoba
- Master's Degree in Molecular, Cellular and Genetic Biotechnology from the University of Córdoba
- Master's Degree in Occupational Risk Prevention from the University of Córdoba

Mr. Barato, José
- Director of PMPEOPLE
- Product Manager at Amgen
- Consulting Director at ITM Platform
- Infrastructure Project Services Manager at Atos Origin
- Freelance Trainer
- Regular Speaker at Project Management Conferences
- Telecommunications Engineer from Polytechnic University of Madrid
- Project Management Professional PMP®
- Agile Certified Practitioner PMI-ACP®
- Postgraduate Certificate in Accounting and Finance by ESINE
- Vice President of the Project Management Association of the Balearic Islands

Ms. Abeijón Pérez, Isabel

- Legal Manager at Kiko Milano
- Real Estate Manager at Kiko Milano
- Legal Advisor for the Iberian Peninsula at Tyco Security Products
- Lawyer at Cepsa
- Lawyer at Telefónica
- Associate Professor at the College of Computer Experts of Madrid
- Law Degree from the Autonomous University of Madrid
- Degree in Business Administration from the Autonomous University of Madrid
- Ms. Servajean, Maitena
- Chief People Officer (CPO) at Doofinder
- President and Co-Founder at Art In Company Lab
- Speaker at Speakers Academy
- General Manager and Representative of Bedor Excem. Spain
- Executive Coaching and Human Resources Mentoring
- Master's Degree in Hispanic Philology from the University of Toulouse-Jean Jaurès
- Certified in Coaching by the International University of Corporate Training
- Superior Program in Women and Leadership by the Rafael del Pino Foundation
- Certified in Values Transformation Tools

Dr. García Nieto, Evelyn

- Industrial Engineer, Expert in Biomedicine
- Head of Section at the company Médica y Quirúrgica Maxilaria Surgery
- Biomedical Engineer at Meirovich Consulting
- Technological Advisor at Sinter Médica y Laboratorios
- PhD in Biomedical Engineering from the Polytechnic University of Madrid
- Industrial Engineer from the Polytechnic University of Madrid
- Mechanical Engineer from the University of Pinar del Río Hermanos Saiz Montes de Oca. Cuba
- Member of: Iberian Society of Biomechanics and Biomaterials

Mr. Pi Morell, Oriol

- Functional Analyst at Fihoca
- Hosting and Mail Product Owner CDMON
- Functional Analyst and Software Engineer at Atmira and CapGemini
- Teacher at ORACLE Forms CapGemini and Atmira
- Bachelor's Degree in Technical Engineering in Computer Management from the Autonomous University of Barcelona
- Master's Degree in Artificial Intelligence from the Catholic University of Avila
- MBA in Business Administration and Management by IMF Smart Education
- Master's Degree in Information of Systems Management by IMF Smart Education
- Postgraduate Degree in Design in Patterns, Catalunya Open University

Mr. Castellanos Herreros, Ricardo

- Chief Technology Officer at OWQLO
- Specialist in Computer Systems Engineering and Machine Learning Engineer
- Freelance Technical Consultant
- Mobile Applications Developer for eDreams, Fnac, Air Europa, Bankia, Cetelem, Banco Santander, Santillana, Groupón and Grupo Planeta
- Web Developer for Openbank and Banco Santander
- Technical Engineer in Computer Systems from the University of Castilla la Mancha.

08

Certificate

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

Successfully complete this program and receive your university qualification without having to travel or fill out laborious paperwork"

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Modality: **online**

Duration: **2 years**

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has successfully passed and obtained the title of:

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This is a private qualification of 3,600 hours of duration equivalent to 120 ECTS, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

TECH Global University is a university officially recognized by the Government of Andorra on the 31st of January of 2024, which belongs to the European Higher Education Area (EHEA).

In Andorra la Vella, on the 28th of February of 2024

Dr. Pedro Navarro Illana
Dean

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Advanced Master's Degree in Senior Management of Business Projects

General Structure of the Syllabus

Year	Subject	ECTS	Type
1º	Leadership, Ethics and Social Responsibility in Companies	4	CO
1º	Strategic Management and Executive Management	4	CO
1º	People and Talent Management	4	CO
1º	Economic and Financial Management	4	CO
1º	Operations and Logistics Management	4	CO
1º	Information Systems Management	4	CO
1º	Commercial Management, Strategic Marketing and Corporate Communications	4	CO
1º	Market Research, Advertising and Commercial Management	4	CO
1º	Innovation and Project Management	4	CO
1º	Executive Management	4	CO
1º	Project Management with Predictive Methodologies	4	CO
1º	Project Life Cycles in Predictive Methodologies	4	CO
1º	Hard Skills for Project Management	4	CO
1º	Predictive Project Management Methodologies and Frameworks	4	CO
2º	Requirements Management in Predictive Projects	4	CO
2º	Technological Tools to Help Predictive Project Management	4	CO
2º	Competencies and Soft Skills for Project Managers	4	CO
2º	Legal Aspects for Project Management	4	CO
2º	Total Quality Management in Organizations	4	CO
2º	ISO 9001 Quality Management System: 2015	4	CO
2º	The EFQM Model. Excellence Management	5	CO
2º	Environmental Management in Organizations	5	CO
2º	Environmental Management System. ISO 14001: 2015	6	CO
2º	Management of Occupational Risk Prevention in the Organizations	6	CO
2º	Occupational Risk Prevention Management System. ISO 45001: 2018	6	CO
2º	Integration of Management Systems	6	CO
2º	Audits of Integrated Management Systems Based on the ISO 19011 Standard: 2018	6	CO

Dr. Pedro Navarro Illana
Dean

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*Apostille de La Haye. Dans le cas où l'étudiant demande que son diplôme sur papier soit obtenu avec l'Apostille de La Haye, TECH Global University prendra les mesures appropriées pour l'obtenir, moyennant un coût supplémentaire.

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Senior Management of Business Projects

- Modality: **online**
- Duration: **2 years**
- Certificate: **TECH Global University**
- Accreditation: **120 ECTS**
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Senior Management of Business Projects

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