

# Advanced Master's Degree MBA in Human Resources, Recruitment Expert



## Advanced Master's Degree MBA in Human Resources, Recruitment Expert

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

Website: [www.techtitude.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-hr-recruitment-expert](http://www.techtitude.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-hr-recruitment-expert)

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01

# Introduction to the Program

Human Resources management has undergone a profound transformation in recent years driven by digitalization and globalization. Within this context, the Recruitment Expert is positioned as a key player in attracting and selecting the right talent to drive organizational competitiveness. Faced with this, it is vital that experts master the integration of advanced technologies with Artificial Intelligence to obtain greater efficiency and accuracy in the identification of candidates. With this in mind, TECH has created a pioneering online university program focused on the latest innovations in recruitment processes.



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*With this 100% online Advanced Master's Degree, you will manage the entire HR cycle and ensure that processes are aligned with organizational objectives”*

Today, talent management has become a decisive factor for organizational success, and the recruitment process plays a crucial role in this management. Recruitment expertise within Human Resources not only allows to identify the right candidates, but also to optimize selection methods and create a positive experience for applicants. Therefore, professionals need to develop advanced skills ranging from the application of advanced technologies in recruitment to employer brand management.

In this context, TECH is launching a revolutionary Advanced Master's Degree MBA in Human Resources, Recruitment Expert. Designed by leaders in this sector, the academic itinerary will delve into issues ranging from the dynamics of organizational behavior or the digital transformation of Human Resources to the design of diversity and equality programs. In this way, graduates will develop the necessary skills to strategically manage the recruitment and integration of talent in modern organizations, using digital tools and innovative approaches to optimize each phase of the selection process.

To consolidate such didactic content, professionals have an innovative methodology: Relearning. This TECH-driven system promotes the gradual assimilation of the most complex concepts through repetition, while minimizing the investment of time and effort in having to memorize them. Also, the program is developed 100% online, another significant advantage that provides autonomy to the graduates, allowing them to organize their learning pace depending on their other obligations. In addition, the curriculum includes comprehensive Masterclasses given by a renowned International Guest Director.

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

- ♦ The development of practical cases presented by experts in Human Resources, Recruitment Expert
- ♦ 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 Human Resources, Recruitment Expert
- ♦ 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



*A prestigious International Guest Director will give rigorous Masterclasses to delve into the latest trends in Human Resources and Recruitment processes"*





*You will gain a comprehensive understanding of labor and data protection regulations related to recruitment processes”*

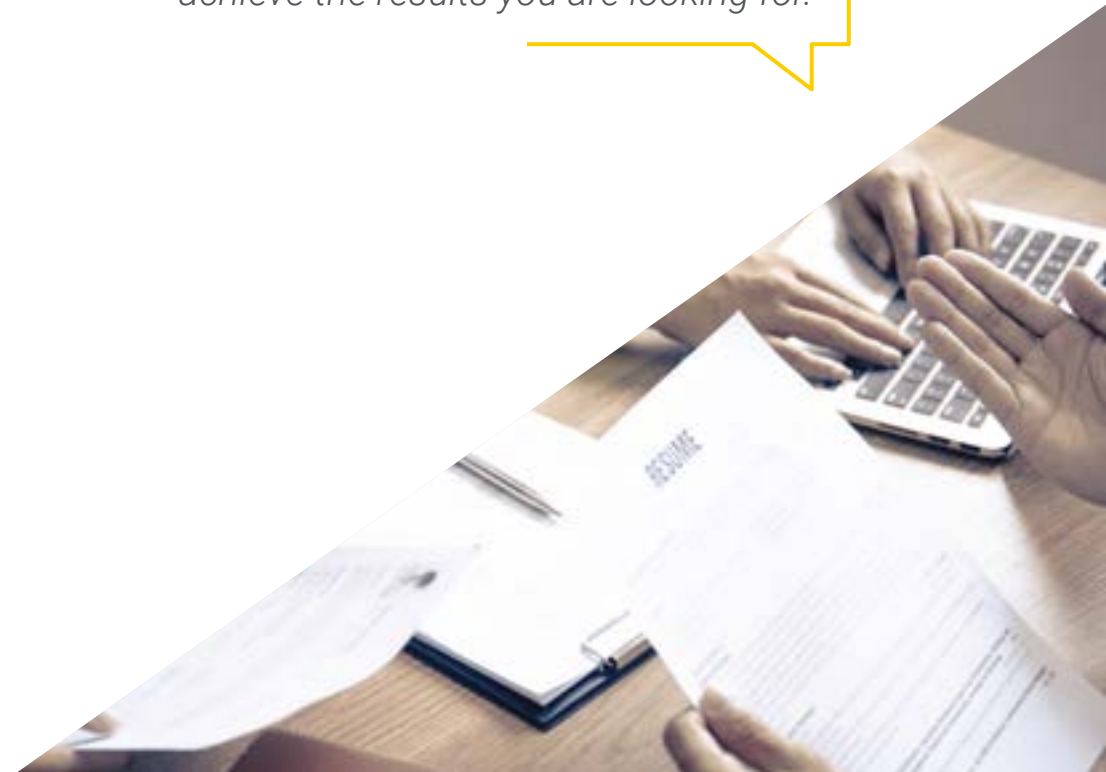
It includes in its teaching staff professionals belonging to the field of Human Resources, Recruitment Expert who pour into this program the experience of their work, in addition to recognized specialists from reference companies and prestigious universities.

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.

*You will have the best teaching staff and the most advanced didactic materials, so that the whole learning process is quick.*

*Thanks to the revolutionary Relearning methodology, you will integrate all the knowledge in an optimal way to successfully achieve the results you are looking for.*



02

# Why Study at TECH?

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





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*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".

**Forbes**

The best online university in the world

The most complete  
**syllabus**

**The most complete syllabuses on the university scene**

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

**The best top international faculty**

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

**TOP**  
international faculty

The most effective methodology

**A unique learning method**

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

**The world's largest online university**

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

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

### The official online university of the NBA

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

### Leaders in employability

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



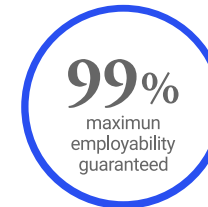
### Google Premier Partner

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



### The top-rated university by its students

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



# 03 Syllabus

The teaching contents that are part of this university program will provide experts with a comprehensive knowledge of the fundamentals of Human Resources and Recruitment. The academic itinerary will delve into areas ranging from economic-financial management or project management to the dynamics of organizational behavior. As a result, students will develop advanced skills to improve the processes of attracting, selecting and recruiting personnel.



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*You will be able to negotiate working conditions, compensation packages and resolve conflicts effectively”*



## 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 HR
  - 3.4.2. A New Environment for People Management and Leadership
  - 3.4.3. Strategic HR Management
- 3.5. Selection, Group Dynamics and HR 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 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. Enterprise Business Intelligence
  - 6.8.1. The World of Data
  - 6.8.2. Relevant Concepts
  - 6.8.3. Main Characteristics
  - 6.8.4. Solutions in Today's Market
  - 6.8.5. Overall Architecture of a BI Solution
  - 6.8.6. Cybersecurity in BI and Data Science
- 6.9. New Business Concept
  - 6.9.1. Why BI?
  - 6.9.2. Obtaining Information
  - 6.9.3. BI in the Different Departments of the Company
  - 6.9.4. Reasons to Invest in BI
- 6.10. BI Tools and Solutions
  - 6.10.1. How to Choose the Best Tool?
  - 6.10.2. Microsoft Power BI, MicroStrategy 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**
  - 9.9.1. Creation of a Startup
  - 9.9.2. Organization and Culture
  - 9.9.3. Top Ten Reasons Why Startups Fail
  - 9.9.4. Legal Aspects
- 9.10. Project Risk Management Planning
  - 9.10.1. Risk Planning
  - 9.10.2. Elements for Creating a Risk Management Plan
  - 9.10.3. Tools for Creating a Risk Management Plan
  - 9.10.4. Content of the Risk Management Plan

## Module 10. Executive Management

- 10.1. General Management
  - 10.1.1. The Concept of General Management
  - 10.1.2. The Role of the CEO
  - 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. Strategic Human Resources Management

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

## Module 12. Human Resources Management and Administration Process

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

## Module 13. Organizational Behavior

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

## Module 14. Executive Coaching

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

## Module 15. Strategic Communication

- 15.1. Interpersonal Communication

**Module 16. Transforming Human Resources in the Digital Era**

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

**Module 17. Psychology of Work and Organizations**

- 17.1. Approach to Work and Organizational Psychology
  - 17.1.1. Definition and Historical Conceptualization
  - 17.1.2. Application of Work and Organizational Psychology
  - 17.1.3. Psychological Pictures in the Workplace
- 17.2. Organizational Structure
- 17.3. Organizational Structure: the Organizational Chart
- 17.4. Group Structure: Types of Business Groups
- 17.5. Information Processing and Exchange in the Organization
- 17.6. Organizational Climate
- 17.7. Concept of Organizational Climate
  - 17.7.1. The Importance of Establishing an Organizational Culture in the Company and Its Impact on the Worker
  - 17.7.2. Organizational Climate Assessment
- 17.8. The Positive and Creative Context in Organizations
  - 17.8.1. Introduction to the Positive Context
  - 17.8.2. Handling Turbulent Contexts and Dispensers
  - 17.8.3. Mediation Actions
  - 17.8.4. Organizational Change
- 17.9. Social Psychology of Conflict and Negotiation
  - 17.9.1. Social Conflict (The Human Group and Its Cognitive Components in a Group)
  - 17.9.2. The Human Group: Collective Processes
  - 17.9.3. Conflict Stimulation
- 17.10. Psychosocial Foundations of Human Behavior
  - 17.10.1. Psychological Foundations of Human Behavior
  - 17.10.2. Values
  - 17.10.3. Perception
  - 17.10.4. Learning
  - 17.10.5. Commitment

- 17.11. Career Counseling
  - 17.11.1. Contextualization of Guidance in the World of Work
  - 17.11.2. Career Guidance in Lifelong Work-Based Learning: Skills
  - 17.11.3. Digital Transformation in Career Guidance
  - 17.11.4. International Organizations in Vocational and Professional Guidance
- 17.12. Leadership, Change, Innovation and Development
  - 17.12.1. Introduction and Definition of Leadership
  - 17.12.2. Leadership Typologies
  - 17.12.3. Leadership Skills Focused on Change and Innovation.
- 17.13. Personality, Attitudes and Values in the Work Environment
  - 17.13.1. Conceptualization of Personality
  - 17.13.2. Personality Theories
  - 17.13.3. Relationship between Attitudes and Personality
  - 17.13.4. Personality and Work Environment
- 17.14. Motivation and Job Satisfaction
  - 17.14.1. Motivation: Types (Extrinsic and Intrinsic)
  - 17.14.2. Motivation and Personality
  - 17.14.3. Job Satisfaction and Fulfillment

**Module 18. Management and Administration of In-Company Training**

- 18.1. In-Company Training
  - 18.1.1. Training Concept, Objectives and Actors
  - 18.1.2. Training as an Element of Business Strategy
- 18.2. Training Planning
  - 18.2.1. Element of Training Planning
  - 18.2.2. Budget Management
- 18.3. Assessment of Training Needs
  - 18.3.1. Detection of DNC Training Needs
  - 18.3.2. Techniques and Data Collection
  - 18.3.3. Analysis and Valuation

- 18.4. Training Methods
  - 18.4.1. In-Office Training
  - 18.4.2. Out-of-Office Training
  - 18.4.3. Training in Digital Environments: *e-Learning*
  - 18.4.4. Blended Training
- 18.5. Design and Programming of Training Activities
  - 18.5.1. Concept of Design and Programming of Training Activities
  - 18.5.2. Definition of the Objective and Contents of the Training Activities
  - 18.5.3. Methodology of Teaching in Training Activities
- 18.6. The Dual Education System
  - 18.6.1. Origin of Dual Training and Reference Countries
  - 18.6.2. Labor Aspects of the Dual Training Context
  - 18.6.3. Training Aspects of the Dual Training Context
  - 18.6.4. Perspectives and Evolution of Dual Training
- 18.7. The Cost of Training in the Organization
  - 18.7.1. Direct Training Costs
  - 18.7.2. Indirect Training Costs
  - 18.7.3. The Economic Impact of Proper Training in the Company
- 18.8. In-House Training Inspections and Audits
  - 18.8.1. Government Inspections
  - 18.8.2. External Audits
  - 18.8.3. Risks in Case of Non-Compliance
- 18.9. Highly Specialized Training
  - 18.9.1. High-Risk Positions
  - 18.9.2. Special Training Programs

## Module 19. Strategic Management of Equality and Diversity in Human Resources

- 19.1. Poverty and Social Exclusion Policies
  - 19.1.1. Conceptualization of Poverty in Socio-Economic Terms:
- 19.2. Social Groups and Employment Difficulties
  - 19.2.1. Identification of Social Groups
  - 19.2.2. Exclusionary Labor Practices

- 19.3. Disability in the Work Environment
  - 19.3.1. Conceptualization of Disability
  - 19.3.2. Inclusion Programs in the Company
- 19.4. Youth and First Job Programs
  - 19.4.1. Challenges of Youth Employment in the Context of Digital Transformation
- 19.5. Women and Work (I): Gender Violence
  - 19.5.1. Contextualization of Gender Violence
  - 19.5.2. Business Programs Against Gender Violence
  - 19.5.3. Promoting Employment Among Women Victims of Gender-Based Violence
- 19.6. Women and Work (II): Discrimination and Marginalization in Employment
  - 19.6.1. Women in the Labor Context Throughout History
  - 19.6.2. Employment Discrimination
  - 19.6.3. Productive Sectors with Greater Employability for Women
- 19.7. Immigration and Labor
  - 19.7.1. Types of Immigrants
  - 19.7.2. Work Permits
  - 19.7.3. Government Participation in the Promotion of Legal Migration
- 19.8. International Personnel Administration
  - 19.8.1. Global Companies
  - 19.8.2. Immigrants and Expatriates
  - 19.8.3. Fostering a Global Corporate Culture

## Module 20. Personnel Recruitment (I): Quantitative and Qualitative Methodologies

- 20.1. Introduction to Personnel Management
  - 20.1.1. Personnel Selection
  - 20.1.2. Stages of Personnel Selection
- 20.2. Recruitment: Techniques
  - 20.2.1. Internal Recruitment Sources
  - 20.2.2. External Recruitment Sources
  - 20.2.3. Digital Recruitment: *e-Recruitment*



- 20.3. Quantitative Personnel Selection Tests
  - 20.3.1. Psychometrics
  - 20.3.2. Psychometric Tests
  - 20.3.3. Skills or Knowledge Tests
- 20.4. Psychological Tests in the Work Environment
  - 20.4.1. Intelligence Test
  - 20.4.2. The Personality Test
  - 20.4.3. Test of Specific Competences
- 20.5. Qualitative Personnel Selection Tests
  - 20.5.1. *Role Play*
  - 20.5.2. *Assessment Center*
  - 20.5.3. Group Dynamics
- 20.6. Assessment of the Effectiveness and Efficiency of Recruitment Processes
  - 20.6.1. Methods of Quantitative Assessment of Recruitment Processes
  - 20.6.2. Methods for Qualitative Assessment of Recruitment Processes
- 20.7. *Onboarding*
  - 20.7.1. Welcoming Protocols
  - 20.7.2. Induction
  - 20.7.3. Organizational Culture Attachment Strategy
  - 20.7.4. Adjustment Interview
- 20.8. Incorporation of Equal Opportunities in the Quantitative and Qualitative Selection Processes
  - 20.8.1. Equal Opportunities in Organizations
  - 20.8.2. Protocols for Incorporating Equal Opportunity in the Selection and Promotion Processes
- 20.9. Internal Promotion Processes
  - 20.9.1. Life and Career Plan
  - 20.9.2. Replacement Letters
  - 20.9.3. Promotion Processes
- 20.10. *Employer Branding*
  - 20.10.1. Employer Branding and Its Importance
  - 20.10.2. Online Corporate Branding Tools (Website, Social Networks, Blogs)
  - 20.10.3. Offline Corporate Branding Tools: Job Fairs, Impact in the Media

## Module 21. Personnel Recruitment (II): Digital Era

- 21.1. Job Skills in the Digital Era
  - 21.1.1. Concept of Competence
  - 21.1.2. Skills and Careers of the Future in the Fourth Industrial Revolution
  - 21.1.3. National and International Frameworks of Professional Skills
- 21.2. Introduction to the 2.0 Environment and Recruitment
  - 21.2.1. Advantages of the 2.0 Environment in Recruitment and Selection
  - 21.2.2. Main Means to Carry Out Online Recruitment Processes
- 21.3. Analysis of Professional Skills in the Business Environment
  - 21.3.1. Identification of Skills Needed for Jobs
  - 21.3.2. Elaboration of the Dictionary of Skills
- 21.4. Personnel Recruitment by Professional Skills
  - 21.4.1. Skill-Based Recruitment Interview
  - 21.4.2. STAR Methodology
  - 21.4.3. Assessment Center
  - 21.4.4. Assessment of the Skill-Based Recruitment Process
- 21.5. e-Recruitment, Nethunting y Employer Branding
  - 21.5.1. Social Reputation and Employer Branding
  - 21.5.2. Social Media Recruiting
  - 21.5.3. Inbound Recruitment
  - 21.5.4. Mobile Recruitment
  - 21.5.5. The New e-Recruitment Professionals: the Nethunters
- 21.6. Skill-Based Recruitment Processes in Digital Environments
  - 21.6.1. Big Data Analysis in the Identification of Professional Skills
  - 21.6.2. Algorithms in Personnel Recruitment (Job Portals 2.0)
  - 21.6.3. Gamification Tests
  - 21.6.4. Networking and Personal Branding
- 21.7. Headhunting and the Recruitment of Digital Human Talent
  - 21.7.1. *Headhunting*
  - 21.7.2. Job Mapping
  - 21.7.3. Online Talent Management
  - 21.7.4. International Recruitment

- 21.8. Intranet as a Communication and Selection Tool
  - 21.8.1. Intranet: Operation, Concepts and Definitions
  - 21.8.2. Operation of an Intranet
  - 21.8.3. Types of Intranet
  - 21.8.4. Intranet Implementation in HR Processes
- 21.9. Development of Digital Competencies
  - 21.9.1. Detection of Transversal Digital Skills
  - 21.9.2. Digital Skills Training in the Business Environment
- 21.10. Digital Culture and Workers' Inherent Digital Rights
  - 21.10.1. Society 3.0
  - 21.10.2. Cybersecurity and Personal Data Protection

## Module 22. Performance Management and Compensation Policy

- 22.1. Introduction to Performance Management and Management by Objectives
  - 22.1.1. The Impact of the Digital Era on Professional Performance
  - 22.1.2. Digital Transformation in Companies
  - 22.1.3. New Human Resources Policies in the Digital Era
  - 22.1.4. New Work Environments
  - 22.1.5. Performance Assessment: What Is It and What Is It for?
  - 22.1.6. Performance Evaluation Models
- 22.2. The Performance Management Cycle
  - 22.2.1. New Work Environments
  - 22.2.2. Phases of the Performance Management Cycle
  - 22.2.3. Models in Work Systems
- 22.3. Performance Planning
  - 22.3.1. Initial Design of the Performance Evaluation: Company Analysis
  - 22.3.2. Setting Individual and Group Objectives
  - 22.3.3. Performance Metrics
  - 22.3.4. Competency-Based Evaluation Systems
- 22.4. Performance Monitoring
  - 22.4.1. Management of the Corporate Talent Map
  - 22.4.2. Individual and Group Action Plan Follow-up Mechanisms: Observation, Coaching and Feedback Techniques
  - 22.4.3. Recognition Plans

- 22.5. Performance Evaluation
  - 22.5.1. Key Points in Performance Appraisal: Objectives, Skills and Project/Team
  - 22.5.2. Definition of Evaluation Scales and Parameters of Excellence
  - 22.5.3. The Application of the Evaluation
- 22.6. Underperformance Management
  - 22.6.1. Observation Techniques
  - 22.6.2. Incentive Motivation and Coaching Methodologies
  - 22.6.3. Recovery Plan
- 22.7. Remuneration Policy
  - 22.7.1. Regulation of Work and Remuneration
  - 22.7.2. Establishment of the General Compensation System
  - 22.7.3. Variable Remuneration
  - 22.7.4. Control Systems
- 22.8. Legal and Labor Aspects of Remuneration
  - 22.8.1. Legal Framework
  - 22.8.2. Application
- 22.9. Annual Planning of Performance Plans
  - 22.9.1. Design and Development of an Annual Performance Plan
  - 22.9.2. Result Analysis
- 22.10. Additional Compensation Aspects
  - 22.10.1. Pension Plans
  - 22.10.2. Other Special Situations

## Module 23. Management of Labor Intermediation Policies

- 23.1. Labor Intermediation
  - 23.1.1. Conceptualization of Intermediation: Basic Principles
  - 23.1.2. Labor Intermediation and Professional Orientation
  - 23.1.3. Employment Intermediation within Active Employment Policies in Public Services
  - 23.1.4. Collaborating Agents in the Outsourcing of Intermediation: Recruitment Agencies and Temporary Employment Agencies

- 23.2. Job Prospecting (I)
  - 23.2.1. Statistical Data on the Business Fabric
  - 23.2.2. Sources of Labor Market Information
  - 23.2.3. Current Labor Market Indicators
  - 23.2.4. Employment Opportunities
- 23.3. Job Prospecting (II)
  - 23.3.1. Diagnosis and Analysis of the Labor Market
  - 23.3.2. Prospecting and Its Phases: Approaching the Company and Recruiting Plan
  - 23.3.3. Loyalty and Evaluation of the Relationship with Companies
  - 23.3.4. Management of the Employment Demand and Accompaniment to the Company
- 23.4. Recruitment Activities
  - 23.4.1. Conceptualization of Recruitment: Typologies
  - 23.4.2. Recruitment Procedures in the Digital Era: e-Recruitment
  - 23.4.3. Recruitment in the Collaborating Placement Agencies
- 23.5. Personalized Itineraries of Orientation and Labor Market Insertion
  - 23.5.1. Basic Aspects and Elements that Include it
  - 23.5.2. Elaboration of Personalized Itineraries of Orientation and Labor Market Insertion
  - 23.5.3. Special Considerations for Groups with Labor Market Insertion Difficulties
- 23.6. Public-Private Collaboration in Labor Intermediation
  - 23.6.1. European Public-Private Partnership Models
  - 23.6.2. The Convergence of Training Obligations with the Public Employment Services
- 23.7. Challenges of Labor Intermediation Policies in the Digital Era
  - 23.7.1. Labor Intermediation in Telematic Employment Agencies
  - 23.7.2. Labor Mobility and Globalization in Employment Policies
  - 23.7.3. Job Prospecting in the Digital Era

## Module 24. Personal Productivity and Project Management

- 24.1. Time Management
  - 24.1.1. Use of Time
  - 24.1.2. Time Planning: Time Thieves
  - 24.1.3. Development of Operational Plans and Management Control
  - 24.1.4. New Technologies at the Disposal of Time: Outlook, Microsoft Project
- 24.2. Personal Energy Management
  - 24.2.1. Personal Competencies and Management Skills
  - 24.2.2. Interpersonal Skills
  - 24.2.3. Conflict Resolution
- 24.3. Personal Stress Management Strategies
  - 24.3.1. Stress: Basic Concepts and Its Role in Survival
  - 24.3.2. Eustress and Distress
  - 24.3.3. Stress Management Strategies: Cognitive, Behavioral and Emotional.
- 24.4. Project Planning and Control
  - 24.4.1. Scope Management
  - 24.4.2. Project Schedule Management
  - 24.4.3. Project Cost Management
- 24.5. Project Quality Management
  - 24.5.1. Planning, Quality Assurance and Quality Control: Applicable Regulations
  - 24.5.2. Project Risk Management and Technical Tools for Project Risk Management
- 24.6. People Management
  - 24.6.1. Leadership Management and Team Management in Human Resources
  - 24.6.2. Corporate Responsibility and Ethics of the Project Manager
- 24.7. Legal Aspects of Project Management
  - 24.7.1. Recruitment Management
  - 24.7.2. Procurement Planning (The Purchasing Cycle)
  - 24.7.3. Contract Administration and Procurement
- 24.8. Project Financing
  - 24.8.1. Economic-Financial and Risk Analysis
  - 24.8.2. Financing Mechanisms
  - 24.8.3. Program Financial Management (Budget, Program Control, Program Closing)
- 24.9. Communication and Project Sales
  - 24.9.1. Communication and Stakeholder Management
  - 24.9.2. Project Sale Management
- 24.10. Quality Assessment in Knowledge Management and Project Management Trends
  - 24.10.1. Information Management
  - 24.10.2. ISO 10006
  - 24.10.3. Tiwana Methodology

# 04 Teaching Objectives

Thanks to this university program, graduates will be able to lead talent management strategies and optimize selection processes. In this sense, they will obtain advanced skills that include effective communication, strategic thinking, negotiation, management of digital HR tools, leadership, adaptability and professional ethics. In this way, they will be prepared to attract and retain talent, aligning Human Resources policies with organizational objectives to drive business success.





“

*You will implement practices that promote a diverse and inclusive work environment, ensuring equal opportunities for all employees”*





## General Objectives

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- ♦ Develop the key leadership skills that should define working professionals
- ♦ Develop strategies to carry out decision-making in a complex and unstable environment
- ♦ Encourage the creation of corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives
- ♦ Design innovative strategies and policies to improve management and business efficiency
- ♦ Clarify the economic environment in which the company operates and develop appropriate strategies to anticipate changes
- ♦ Be able to manage the company's economic and financial plan
- ♦ Understand the logistic operations that are necessary in the business environment, so as to manage them appropriately
- ♦ 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







## Specific Objectives

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### 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. Strategic Human Resources Management**

- ♦ Develop skills in the creation and implementation of human resources strategies that align talent management policies with the overall objectives of the organization
- ♦ Apply innovative techniques to optimize organizational performance

#### **Module 12. Human Resources Management and Administration Process**

- ♦ Efficiently manage the entire HR cycle, from recruitment to employment management
- ♦ Ensure regulatory compliance and operational efficiency

#### **Module 13. Organizational Behavior**

- ♦ Analyze how individual and group behavior impacts organizational performance
- ♦ Provide strategies to manage teams, motivate employees and improve the work environment

#### **Module 14. Executive Coaching**

- ♦ Train in executive coaching techniques and tools
- ♦ Improve leadership, decision making and change management skills

#### **Module 15. Strategic Communication**

- ♦ Develop communication strategies that strengthen the relationship between employees, management and external stakeholders
- ♦ Ensure that communication is consistent, effective and aligned with organizational values and objectives

#### **Module 16. Transforming Human Resources in the Digital Era**

- ♦ Explore the new digital tools that are transforming Human Resources management
- ♦ Train in the use of technological platforms to optimize talent management, internal communication and organizational efficiency



#### **Module 17. Psychology of Work and Organizations**

- ♦ Delve into the psychological aspects that influence employee behavior and performance
- ♦ Apply psychological theories and principles in the management of people within organizations

#### **Module 18. Management and Administration of In-Company Training**

- ♦ Manage corporate training programs that respond to the needs of the organization
- ♦ Ensure continuous talent development and productivity enhancement through appropriate training

#### **Module 19. Strategic Management of Equality and Diversity in Human Resources**

- ♦ Train in the implementation of policies that promote equal opportunity and manage diversity in the workplace
- ♦ Create an inclusive environment and ensuring compliance with diversity and equality regulations

#### **Module 20. Personnel Recruitment (I): Quantitative and Qualitative Methodologies**

- ♦ Provide knowledge on quantitative and qualitative methods used in personnel selection
- ♦ Obtain skills to evaluate candidates objectively and accurately according to the needs of the organization

**Module 21. Personnel Recruitment (II): Digital Era**

- ♦ Train in the use of digital tools and online platforms for personnel selection, improving efficiency and accuracy in the recruitment process
- ♦ Adapt recruitment practices to the new technological demands

**Module 22. Performance Management and Compensation Policy**

- ♦ Develop skills in performance management and the implementation of compensation policies that align rewards with organizational objectives
- ♦ Create strategies to motivate employees and improve their performance

**Module 23. Management of Labor Intermediation Policies**

- ♦ Design policies that facilitate labor intermediation, promoting employability and the correct insertion of workers in the labor market
- ♦ Optimally manage relations with employment agencies and other institutions

**Module 24. Personal Productivity and Project Management**

- ♦ Develop skills in personal productivity management and project planning
- ♦ Use time and resource management techniques to optimize individual performance and the successful execution of projects within organizations







“

*You will implement practices that promote a diverse and inclusive work environment, ensuring equal opportunities for all employees”*

05

# Career Opportunities

Upon completion of this Advanced Master's Degree in Human Resources, professionals will gain in-depth knowledge of the most effective tactics for attracting and selecting diverse talent. In addition, experts will develop and implement recruitment strategies that foster inclusion and active participation of all candidates in the workplace. In this way, specialists will enhance their career opportunities and take on specialized roles such as Talent Acquisition Manager.





“

*You will provide comprehensive advice to companies on the implementation of techniques to optimize employee satisfaction”*

### Graduate Profile

Graduates of this university degree are professionals trained to manage talent and personnel needs in diverse organizations. They have a deep knowledge of recruitment, selection and retention strategies, as well as inclusive methodologies and technological tools applied to Human Resources. In addition, you are prepared to design and implement customized talent acquisition plans, collaborate with multidisciplinary teams and mediate between management, employees and candidates, promoting effective and equitable resource management.

*You will design strategies that promote organizational efficiency, the professional development of employees and a productive work environment.*

- ♦ **Effective Communication Skills:** Professionals develop skills to communicate clearly and persuasively, adapting their language and communication style to different audiences, from candidates to managers, thus facilitating recruitment and talent management processes
- ♦ **Strategic and Analytical Thinking:** Possess the ability to analyze labor market data and trends to design effective recruitment strategies Use critical thinking to identify opportunities for improvement in selection processes and align them with organizational objectives
- ♦ **Negotiation and Mediation Skills:** Develop skills to negotiate working conditions, compensation packages and resolve conflicts between candidates and the organization. These skills ensure harmonious working relationships and beneficial agreements for all parties involved
- ♦ **Digital Competence and Technology Management:** Handle advanced digital tools and platforms to optimize the recruitment process, from the use of applicant tracking systems to the implementation of employer branding strategies in social networks and job portals





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

- 1. Human Resources Director:** Expert in leading the Human Resources department, developing and implementing strategies aligned with corporate objectives to effectively manage human capital
- 2. Recruitment Manager:** Professional in charge of supervising and optimizing the selection and recruitment processes, ensuring the attraction of qualified talent that meets the needs of the organization
- 3. Human Resources Consultant:** Advises companies on talent management, optimization of HR processes and development of strategies to improve employee performance and satisfaction
- 4. Talent Acquisition Specialist:** Focuses on identifying, attracting and selecting the best candidates, using advanced recruiting techniques and technological tools to ensure the hiring of high-quality personnel
- 5. Organizational Development Manager:** Designs and implements programs and strategies that promote organizational efficiency, employee professional development and a positive and productive work environment
- 6. Employer Branding Coordinator:** Responsible for developing and managing the employer brand, creating a compelling company image to attract and retain top talent
- 7. Director of Compensation and Benefits:** Manages compensation and benefits systems, designing competitive packages that attract and retain employees, aligned with the organization's policies and goals
- 8. Diversity and Inclusion Manager:** Promotes diversity and inclusion policies and practices in the workplace, ensuring an equitable and respectful work environment for all employees
- 9. Labor Relations Manager:** Manages relations between the company and its employees, including union negotiations, conflict resolution and promotion of a harmonious and collaborative work environment



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.



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*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

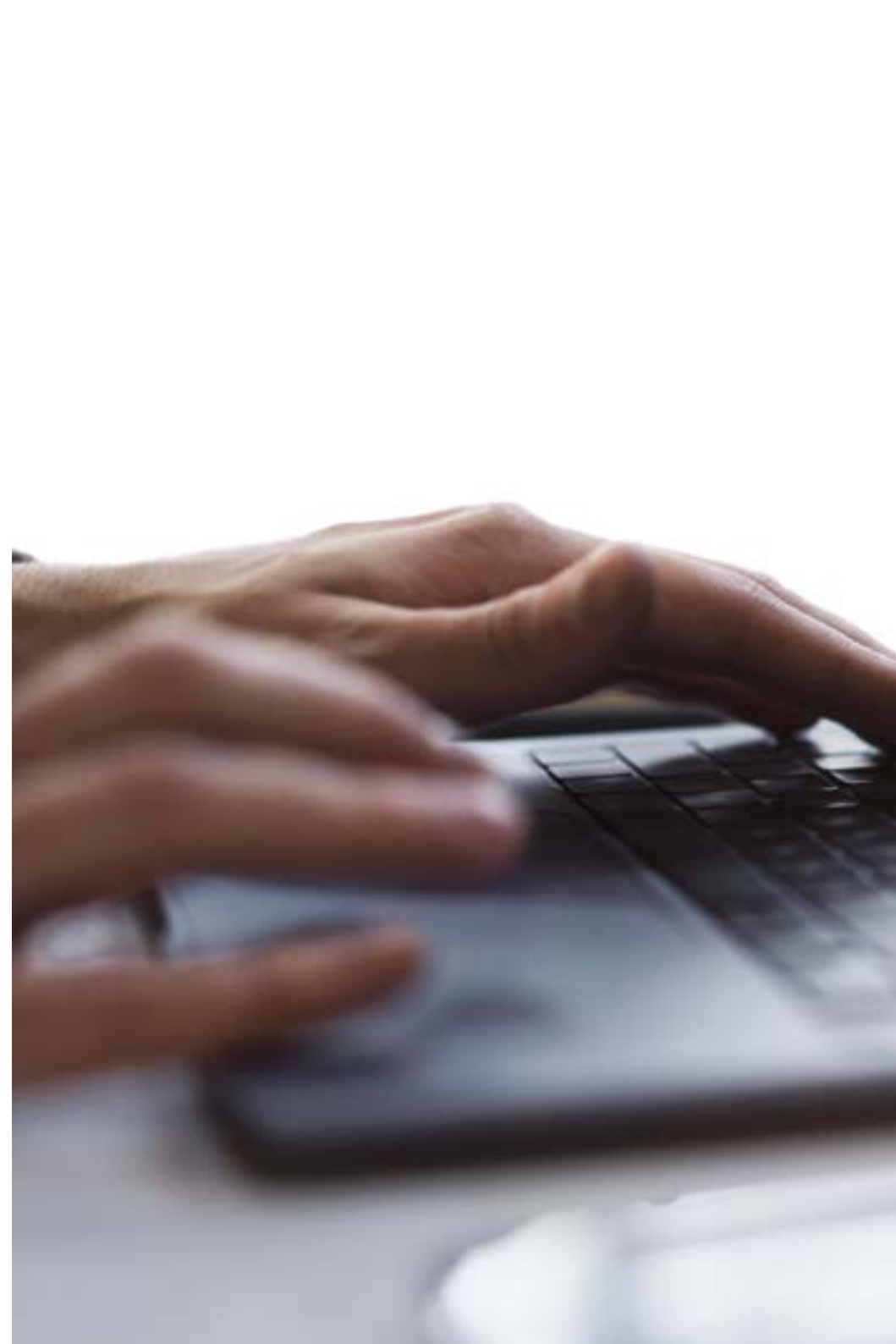
In TECH's study methodology, the student is the main protagonist.

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.

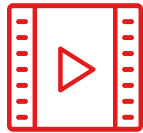
*Access the study contents from any device with an Internet connection (computer, tablet, smartphone) thanks to the fact that TECH is at the forefront of technology and teaching.*

*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.

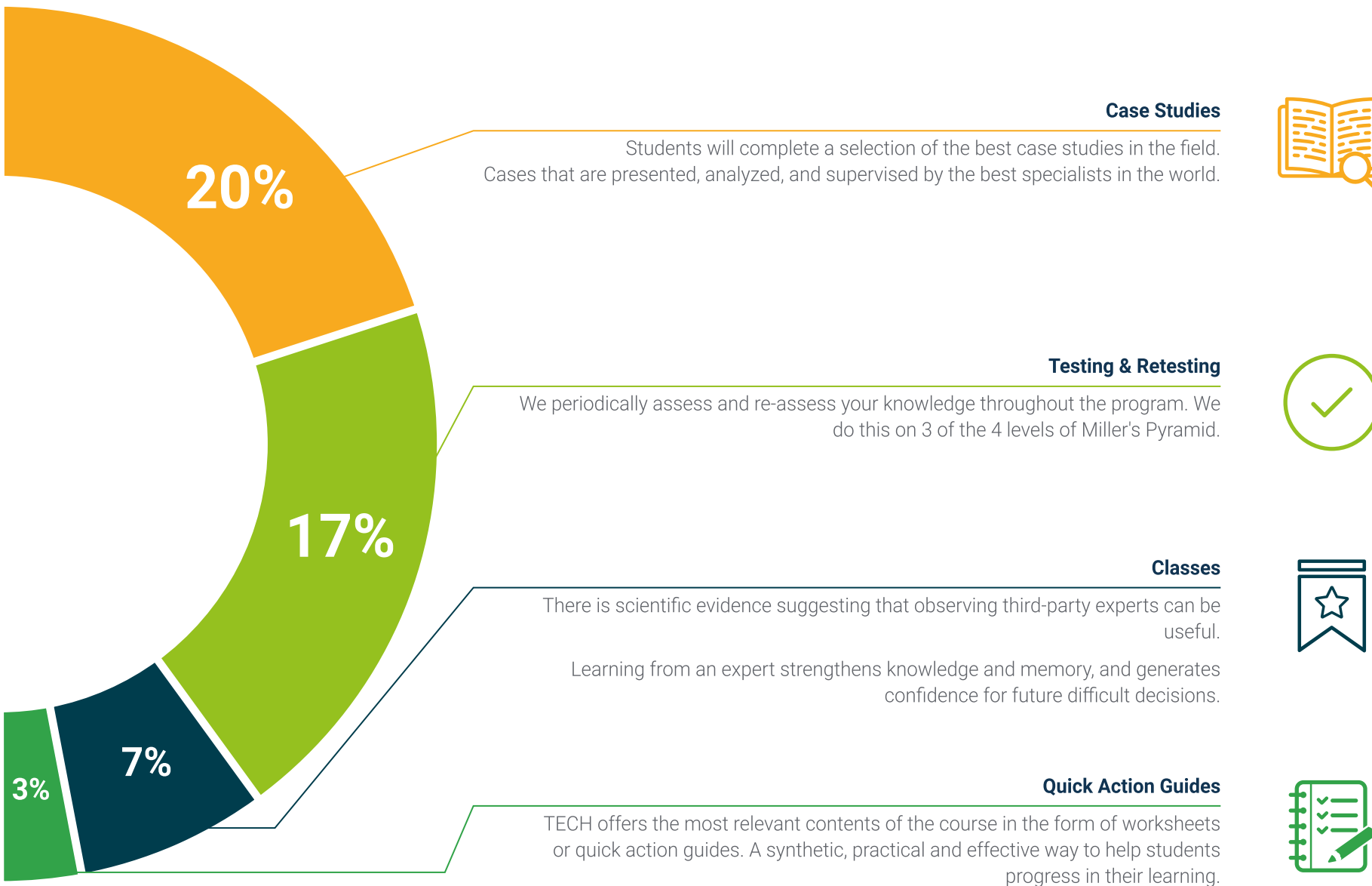
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



#### Additional Reading

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





07

# Teaching Staff

TECH's priority is to offer the most complete and updated university programs in the academic panorama, which is why it rigorously selects its teaching staff. For the delivery of this Advanced Master's Degree, TECH has enlisted the services of the best specialists in the field of Human Resources and Recruitment. Thanks to this, they have elaborated diverse didactic materials that stand out for their excellent quality and for adjusting to the demands of the current labor market. Undoubtedly, an intensive experience that will broaden students' professional horizons.





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*You will enjoy a syllabus designed by  
true leaders in Human Resources and  
Recruitment”*

## 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 **Human Resources** managers to meet operational and strategic hiring objectives. In particular, she aims to **build diverse, inclusive** and **high-performing teams** that drive innovation and growth of the company's products and services. In addition, she is adept at using tools to attract and retain the best people from around the world. She is also responsible for **amplifying Mastercard's employer brand** and value proposition through publications, events and social media.

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

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





## Ms. Dove, Jennifer

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- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition at 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

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*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

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- 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

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- 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

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*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 improvements in vendor risk assessment, resulting in process improvements and workflow management that have resulted in significant cost savings.

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

Arens also served as **Sales Manager** in Dublin, Ireland. In this role, he built a team of 4 to 14 members over three years and led the sales team to achieve results and collaborate well with each other and cross-functional teams. He also served as **Senior Industry Analyst**, 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

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- Global Procurement Manager at Google, Mountain View, USA
- Senior Manager, B2B Analytics and Technology, Google, USA
- 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 of 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 adaptability to fast-paced work rhythms. To all this, this expert adds a strong commercial awareness,, market vision and a genuine passion for products.

As Global Brand and Merchandising Director at Giorgio Armani, he has overseen a variety of Marketing strategies for apparel and 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 commercialization 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

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

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## International Guest Director

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

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

One of his most outstanding projects in recent years has been the **Walmart Data 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 competencies. 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

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- 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
- Director of Business Intelligence at Capgemini
- Senior Analyst at Nordea
- Senior Business Intelligence Consultant at SAS
- Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- Executive MBA in e-Commerce at the University of Copenhagen
- Bachelor's and Master's Degree in Mathematics and Statistics at the University of Copenhagen

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## International Guest Director

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

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

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

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



## Mr. Stevenson, Scott

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

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## International Guest Director

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

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

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

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



## Ms. Thole-Muir, Wendy

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- 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

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## Management



### **Mr. González Ferrer, Óliver**

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



## Professors

### Ms. Olmos Otero, Leire

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

### Ms. Cañas García, Ana

- ♦ Interim Chief of Staff at Jotelulu
- ♦ Partner-Consultant and Digital Talent Area Coordinator at Coherentis
- ♦ Digital Talent Consultant at Talenttics
- ♦ International Recruitment Consultant at Binternational Group
- ♦ Recruitment Consultant at ARG Human Resources Advisor
- ♦ Bachelor's Degree in Law from the Charles III University
- ♦ Diploma in Labor Relations from the Charles III University

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