

# Executive Master's Degree MBA in Technology Project Management

M B A T P M



## Executive Master's Degree MBA in Technology Project Management

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Technological University
- » Schedule: at your own pace
- » Exams: online
- » Target Group: graduates and professionals with demonstrable experience in project management

Website: [www.techtitute.com/us/school-of-business/executive-master-degree/master-mba-technology-project-management](http://www.techtitute.com/us/school-of-business/executive-master-degree/master-mba-technology-project-management)

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# 01 Welcome

In today's reality, full of opportunities and challenges, but also exposed to the most intense competition, the only way to progress, adapt and guarantee success in the technological area is through efficient and effective project management. With this specialization program you will have access to the indispensable knowledge to excel in technological foundations, management skills, methodologies based on up-to-date international standards and concepts on Technology Project Management. A unique opportunity with which you will be able to develop the specific skills to handle yourself with total fluency in this field, improving your daily practice and gaining access to positions of greater responsibility. They will also have 10 comprehensive Masterclasses, taught by an international expert of great prestige.



MBA in Technological Projects Management  
TECH Global University



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*TECH offers you 10 very complete Masterclasses thanks to the renowned International Guest Director of this MBA in Technology Project Management”*

02

# Why Study at TECH?

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



“

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

## At TECH Technological University



### Innovation

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

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



### The Highest Standards

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

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



### Networking

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

**+100000**

executives prepared each year

**+200**

different nationalities



### Empowerment

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

**+500**

collaborative agreements with leading companies



### Talent

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

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



### Multicultural Context

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

TECH students represent more than 200 different nationalities.





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



### Learn with the best

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

Teachers representing 20 different nationalities.



### Analysis

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



### Academic Excellence

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TECH offers students the best online learning methodology. The university combines the Relearning method (postgraduate learning methodology with the best international valuation) with the Case Study. Tradition and vanguard in a difficult balance, and in the context of the most demanding educational itinerary.



### Economy of Scale

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



*At TECH, you will have access to the most rigorous and up-to-date case analyses in academia"*

03

# Why Our Program?

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

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





“

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

This program will provide you with a multitude of professional and personal advantages, among which we highlight the following:

**01**

### A Strong Boost to Your Career

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

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

**02**

### Develop a strategic and global vision of the company

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

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

**03**

### Consolidate the student's senior management skills

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

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

**04**

### You will take on new responsibilities

---

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

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

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

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

06

### Thoroughly develop business projects.

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

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

07

### Improve *soft skills* and management skills

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

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

08

### You will be part of an exclusive community

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

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

# 04

# Objectives

This program will provide you with the knowledge and techniques essential for the management of technological teams and projects, and for the assumption and fulfillment of organizational responsibilities in this area. This program will enable you to lead and manage highly complex projects in any industry, especially in technology, with the necessary guarantees.



“

*This program can be a leap of high value in your professional qualification, enabling you to lead technological projects of any kind, with guarantees of success”*

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

The **MBA in Technology Project Management** will enable you to acquire the following skills:

01

Develop skills and abilities necessary to make decisions in all types of projects, especially technological projects, multidisciplinary contexts and environments

04

Provide a global and strategic vision of all operational departments of the company

02

Develop the ability to analyze and diagnose business and management problems in the different areas of knowledge of project management



03

Master advanced business management tools, to know how to identify and anticipate opportunities, allocate resources, organize information, select, motivate and manage people, make decisions, achieve proposed objectives and evaluate results

05

Take responsibility and think in a transversal and integrative way to analyze and solve situations in uncertain environments



06

Develop the minutes of incorporation of technology projects

08

Know how to estimate time in each process of project design and development

09

Evaluate the processes and estimate the cost of developing a technology project

07

Carry out a comprehensive control of all projects

10

Give importance to the quality of the projects



11

Understand the cost of failing to meet project quality

12

Perform quality controls at each stage of the project

13

Gain skills and techniques to manage human resources and be able to resolve conflicts in the team





14

Gain knowledge about the emerging trends in the market

15

Develop communication skills

16

Understand and manage the risks of technology projects

# 05 Skills

After passing the assessments on the MBA in Technology Project Management, the professional will have acquired the necessary skills for a quality and up-to-date practice based on the most innovative teaching methodology.



A grayscale photograph of a hand pointing at a document. The document features a bar chart with three bars of increasing height and a pie chart with several segments. The text 'Profit Trend' is visible on the document. The image is partially obscured by a dark blue diagonal overlay.

“

*We offer you a unique opportunity to acquire the necessary skills that will allow you to compete with the best in the industry”*

01

Successfully manage technology projects to achieve business objectives

02

Audit the quality of each of the processes involved in the project design

03

Apply specific regulations and best practice criteria for the management of Technology Projects

04

Perform the process of work monitoring and quality control of the Technology Projects

05

Manage the scope of technology projects



06

Estimate the duration of projects and manage them appropriately

08

Gain knowledge about the emerging trends and practices in resource management of technology projects and implement them

09

Apply new trends in the field of communication

07

Understand the human and material resources required to carry out a project

10

Apply the code of ethics in the management of technological projects



06

# Structure and Content

The MBA in Technology Project Management is a tailor-made program that is delivered in a 100% online format. This way, you can choose the time and place that best suits your availability, schedule, and interests, achieving the most effective learning for you.

A program that takes place over 12 months and is intended to be a unique and stimulating experience that lays the foundation for your success as a Technology Project Manager.





“

*We focus on enhancing and developing management and leadership skills that will allow you to select, train and motivate effective and high-performance work teams for the design of technology projects"*

## Syllabus

The content of this MBA has been designed by directors of large technological projects who bring to this program their experience and, therefore, their realistic and close vision of the professional reality, in a knowledgeable and proactive way.

Throughout the syllabus, all the aspects of project management will be analyzed, learning the key concepts in this field, the processes of identification, definition, unification and coordination.

A journey that will lead students to the analysis of the keys to the success of projects in different environments, and to the reflection on the essential management of time on their way to efficiency, cost management, quality, resources, communications, risk assessment, and the management of procurement and certifications.

All this development, with the help of professionals recognized and valued worldwide, in order to learn from the best, with the best learning system and a stimulating and attractive educational process.

Another key to the success of this program is the possibility of being the one who decides how to organize your learning: from the time, to the place and intensity of study. In this way, we ensure that this effort is fully compatible with your personal and professional life. So that you never lose motivation.

This program takes place over 12 months and is divided into 15 modules:

<b>Module 1</b>	Introduction to Technology Project Design and Management and Technology Project Integration Management
<b>Module 2</b>	Technology Project Scope Management
<b>Module 3</b>	Time Management for Technology Projects
<b>Module 4</b>	Technology Project Cost Management
<b>Module 5</b>	Technology Project Quality Management
<b>Module 6</b>	Management of Technology Project Resources
<b>Module 7</b>	Communications and Stakeholder Management for Technology Projects
<b>Module 8</b>	Technology Project Risk Management
<b>Module 9</b>	Technology Project Procurement Management
<b>Module 10</b>	PMP® or CAPM® Certification and Code of Ethics. Emerging Trends and Practices in the Management and Administration of Technology Projects
<b>Module 11</b>	Leadership, Ethics and Social Responsibility in Companies
<b>Module 12</b>	People and Talent Management
<b>Module 13</b>	Economic and Financial Management
<b>Module 14</b>	Commercial Management and Strategic Marketing
<b>Module 15</b>	Executive Management



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

TECH offers its students the possibility of taking this MBA in Technology Project Management completely online. During the 12 months of the specialization, students will be able to access all the contents of this program at any time, which will allow them to self-manage their study time.

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

**Module 1. Introduction to Technology Project Design and Management and Technology Project Integration Management**

<p><b>1.1. Introduction to Technology Project Management</b></p> <p>1.1.1. The role of the project manager 1.1.2. Project definition 1.1.3. Organizational Structure</p>	<p><b>1.2. Project Management, Program Administration and Portfolio Management</b></p> <p>1.2.1. Portfolios, Programs and Projects 1.2.2. Strategic Management</p>	<p><b>1.3. Standards and Best Practices for the Management of Technology Projects</b></p> <p>1.3.1. Prince 2 1.3.2. PMP 1.3.3. ISO 21500:2012</p>	<p><b>1.4. Organizational Influences on the Design and Management of Technology Projects</b></p> <p>1.4.1. Environmental Factors of a Company 1.4.2. Assets of an Organization's Processes</p>
<p><b>1.5. Technology Project Management Processes</b></p> <p>1.5.1. Technology Project Life Cycle 1.5.2. Process Groups 1.5.3. Dynamics of process groups</p>	<p><b>1.6. Development of the Act of Incorporation of Technology Projects</b></p> <p>1.6.1. Definition of the Act of Incorporation of Technology Projects 1.6.2. Tools and Techniques</p>	<p><b>1.7. Development of the Plan for the Design and Management of Technology Projects</b></p> <p>1.7.1. Definition of the Plan for Technology Project Design and Management 1.7.2. Tools and Techniques</p>	<p><b>1.8. Knowledge Management of Technology Projects</b></p> <p>1.8.1. Importance of Knowledge Management in Technology Projects 1.8.2. Tools and Techniques</p>
<p><b>1.9. Monitoring the Technology Projects Work</b></p> <p>1.9.1. Work Monitoring and Control 1.9.2. Follow-up Reports on Technology Projects 1.9.3. Tools and Techniques</p>	<p><b>1.10. Integrated Control of Changes in Technology Projects</b></p> <p>1.10.1. Objectives and Benefits of Change Control on Projects 1.10.2. EI CCB (Change Control Board) 1.10.3. Tools and Techniques</p>	<p><b>1.11. Delivery and Closing of Technology Projects</b></p> <p>1.11.1. Objectives and Benefits of Project Closure 1.11.2. Tools and Techniques</p>	

**Module 2. Technology Project Scope Management**

<p><b>2.1. Introduction to Scope Management</b></p> <p>2.1.1. Project Scope 2.1.2. Product Scope</p>	<p><b>2.2. Fundamentals of Scope Management</b></p> <p>2.2.1. Basic Concepts 2.2.2. Scope Baseline</p>	<p><b>2.3. Benefits of Scope Management</b></p> <p>2.3.1. Stakeholder Expectation Management 2.3.2. Scoop Creep and Gold Plating</p>	<p><b>2.4. Considerations for Adaptive Environments</b></p> <p>2.4.1. Types of Adaptive Projects 2.4.2. Scope Definition in Adaptive Projects</p>
<p><b>2.5. Scope Management Planning</b></p> <p>2.5.1. Scope Management Plan 2.5.2. Requirements Management Plan 2.5.3. Tools and Techniques</p>	<p><b>2.6. Gather Requirements</b></p> <p>2.6.1. Requirements Gathering and Negotiation 2.6.2. Tools and Techniques</p>	<p><b>2.7. Definition of Scope</b></p> <p>2.7.1. Project Scope Statement 2.7.2. Tools and Techniques</p>	<p><b>2.8. Creation of the Work Breakdown Structure (WBS)</b></p> <p>2.8.1. Work Breakdown Structure (WBS) 2.8.2. Types of EDT 2.8.3. Rolling Wave 2.8.4. Tools and Techniques</p>
<p><b>2.9. Scope Validation</b></p> <p>2.9.1. Quality vs Validation 2.9.2. Tools and Techniques</p>	<p><b>2.10. Scope Control</b></p> <p>2.10.1. Project Management Data and Information 2.10.2. Types of Performance Reports 2.10.3. Tools and Techniques</p>		

**Module 3. Time Management for Technology Projects**
**3.1. Estimated Duration of Project Tasks**

- 3.1.1. Three-point Estimation
  - 3.1.1.1. Most Likely (tM)
  - 3.1.1.2. Optimistic (tO)
  - 3.1.1.3. Pessimistic (tP)
- 3.1.2. Analogous Estimate
- 3.1.3. Parametric Estimation
- 3.1.4. Bottom-up Estimates
- 3.1.5. Decision Making
- 3.1.6. Expert Judgment

**3.2. Definition of Activities and Breakdown of Project Tasks**

- 3.2.1. Decomposition
- 3.2.2. Defining Activities
- 3.2.3. Breakdown of Project Work
- 3.2.4. Activity Attributes
- 3.2.5. List of Milestones

**3.3. Sequencing of Activities**

- 3.3.1. List of Activities
- 3.3.2. Attributes of the Activities
- 3.3.3. Method of Diagramming Provenance
- 3.3.4. Determination and Integration of Units
- 3.3.5. Advances and Delays
- 3.3.6. Network Diagram of the Project Schedule

**3.4. Estimation of Activity Resources**

- 3.4.1. Assumption Log
- 3.4.2. List of Activities
- 3.4.3. Attributes of the Activities
- 3.4.4. Assumption Log
- 3.4.5. Lessons Learned Register
- 3.4.6. Project Team Assignments
- 3.4.7. Resource Breakdown Structure

**3.5. Estimated Duration of Activities**

- 3.5.1. Law of Diminishing Returns
- 3.5.2. Number of Resources
- 3.5.3. Technological Advances
- 3.5.4. Staff Motivation
- 3.5.5. Project Documentation

**3.6. Schedule Development**

- 3.6.1. Schedule Network Analysis
- 3.6.2. Critical Path Method
- 3.6.3. Resource Management
  - 3.6.3.1. Resource Leveling
  - 3.6.3.2. Stabilization of Resources
- 3.6.4. Advances and Delays
- 3.6.5. Schedule Compression
  - 3.6.5.1. Intensification
  - 3.6.5.2. Fast Execution
- 3.6.6. Baseline Schedule
- 3.6.7. Project Timeline
- 3.6.8. Schedule Data
- 3.6.9. Project Schedules

**3.7. Types of Relationships and Types of Dependencies between All Project Activities**

- 3.7.1. Mandatory Dependencies
- 3.7.2. Discretionary Units
  - 3.7.2.1. Preferred Logic
  - 3.7.2.2. Preferential Logic
  - 3.7.2.3. Soft Logic
- 3.7.3. External Units
- 3.7.4. Internal Units

**3.8. Time Management Software in Technology Projects**

- 3.8.1. Analysis of Different Software
- 3.8.2. Types of Software
- 3.8.3. Functionalities and Coverage
- 3.8.4. Utilities and Advantages

**3.9. Schedule Control**

- 3.9.1. Job Performance Information
- 3.9.2. Schedule Forecasts
- 3.9.3. Change Requests
- 3.9.4. Update to the Time Management Plan
- 3.9.5. Project Document Updates

**3.10. Time Recalculation**

- 3.10.1. Critical Path
- 3.10.2. Calculation of Minimum and Maximum Times
- 3.10.3. Project Clearances
  - 3.10.3.1. What Is It?
  - 3.10.3.2. How to use it?
- 3.10.4. Total Float
- 3.10.5. Free Float

**Module 4. Technology Project Cost Management**

**4.1. What is the Cost Management Plan?**

- 4.1.1. Planning Tools and Techniques
- 4.1.2. Cost Planning Results

**4.2. Estimate Costs. Types of Estimates. Reserve Analysis**

- 4.2.1. Useful Information for Cost Estimation
- 4.2.2. Tools and Techniques for Cost Estimation
- 4.2.3. Results of Cost Budget Preparation

**4.3. Types of Project Costs**

- 4.3.1. Direct and Indirect Costs
- 4.3.2. Fixed and Variable Costs

**4.4. Project Evaluation and Selection**

- 4.4.1. Financial Dimensions of a Project
- 4.4.2. VAN
- 4.4.3. TIR & RRN
- 4.4.4. Payback Period

**4.5. Setting the Budget**

- 4.5.1. Useful Information for the Preparation of the Project Budget
- 4.5.2. Tools and Techniques for Cost Budget Preparation
- 4.5.3. Results of Project Budget Preparation

**4.6. Cost Projections**

- 4.6.1. Cost Management Data and Information
- 4.6.2. Types of Cost Performance Reports

**4.7. Earned Value Management (EVM)**

- 4.7.1. Base Variables and Status Variables
- 4.7.2. Forecasts
- 4.7.3. Emerging Techniques and Practices

**4.8. Project Cash Flow**

- 4.8.1. Types of Cash Flows
- 4.8.2. Estimation of Net Cash Flows Associated with a Project
- 4.8.3. Discounted Cash Flows
- 4.8.4. Application of Risk to Cash Flows

**4.9. Cost Control**

- 4.9.1. Cost Control Objectives and Benefits
- 4.9.2. Tools and Techniques

## Module 5. Technology Project Quality Management

### 5.1. Importance of Quality Management in Projects

- 5.1.1. Key Concepts
- 5.1.2. Difference between Quality and Grade
- 5.1.3. Precision
- 5.1.4. Accuracy
- 5.1.5. Metrics

### 5.2. Quality Theorists

- 5.2.1. Edwards Deming
  - 5.2.1.1. Shewart-Deming Cycle (Plan Do -Check-Act)
- 5.2.2. Continuing Improvement
- 5.2.3. Joseph Juran. Pareto Principle
  - 5.2.3.1. Fitness-for-purpose Theory
- 5.2.4. Total Quality Management Theory
- 5.2.5. Kaoru Ishikawa (Herringbone)
- 5.2.6. Philip Crosby (Cost of Low Quality)

### 5.3. Regulations: ISO 21500

- 5.3.1. Introduction
- 5.3.2. Background and History
- 5.3.3. Objectives and Characteristics
- 5.3.4. Process Group - Subject Group
- 5.3.5. ISO 21500 vs. PMBOK
- 5.3.6. Future of the Standard

### 5.4. Emerging Trends and Practices in Quality Management

- 5.4.1. Policy Compliance and Auditing
- 5.4.2. Continuing Improvement
- 5.4.3. Stakeholder Involvement
- 5.4.4. Recurring Retrospectives
- 5.4.5. Subsequent Retrospectives

### 5.5. Quality Management Planning

- 5.5.1. Cost-Benefit Analysis
- 5.5.2. Multi-criteria Decision Analysis
- 5.5.3. Test Planning and Inspection
- 5.5.4. Flow Diagrams
- 5.5.5. Logical Data Model
- 5.5.6. Matrix Diagram
- 5.5.7. Interrelationship Digraphs

### 5.6. Quality Compliance and Non-Compliance Costs

- 5.6.1. Compliance Costs
- 5.6.2. Non-Compliance or Non-Conformance Costs
- 5.6.3. Prevention Costs
- 5.6.4. Valuation Costs
- 5.6.5. Internal Failures
- 5.6.6. External Failures
- 5.6.7. Marginal Cost of Quality
- 5.6.8. Optimum Quality

### 5.7. Quality Management

- 5.7.1. Checklists
- 5.7.2. Analysis of Alternatives
- 5.7.3. Document Analysis
- 5.7.4. Process Analysis
- 5.7.5. Root Cause Analysis
- 5.7.6. Cause-and-effect Diagrams
- 5.7.7. Histograms
- 5.7.8. Scatter Plots
- 5.7.9. Design for X
- 5.7.10. Quality Improvement Methods

### 5.8. Quality Audits

- 5.8.1. What is an Internal Quality Audit?
- 5.8.2. Different Types of Audits
- 5.8.3. Objectives of an Internal Audit
- 5.8.4. Benefits of Internal Audits
- 5.8.5. Actors Involved in Internal Auditing
- 5.8.6. Internal Audit Procedure

### 5.9. Quality Control

- 5.9.1. Verification Sheets
- 5.9.2. Statistical Sampling
- 5.9.3. Questionnaires and Surveys
- 5.9.4. Performance Reviews
- 5.9.5. Inspection
- 5.9.6. Product Testing/Evaluation
- 5.9.7. Retrospectives and Lessons Learned

**Module 6. Management of Technology Project Resources**

**6.1. Responsibilities and Role of Project Human Resources:**

- 6.1.1. Project Manager
- 6.1.2. Sponsor
- 6.1.3. Functional Director
- 6.1.4. Program Director
- 6.1.5. Portfolio Manager
- 6.1.6. Team Members

**6.2. Management of Technology Resources**

- 6.2.1. What are Technology Resources?
- 6.2.2. Optimization
- 6.2.3. Valorization
- 6.2.4. Protection

**6.3. Human Resource Management Planning and Estimating Activity Resources**

- 6.3.1. Resource Management Plan
  - 6.3.1.1. Data Representation
  - 6.3.1.2. Organizational Theory
- 6.3.2. Resource Requirements
- 6.3.3. Basis of Estimates
- 6.3.4. Resource Breakdown Structure
- 6.3.5. Resource Document Updates

**6.4. Different Powers of the Project Manager**

- 6.4.1. Power and Influence
- 6.4.2. Reward Power
- 6.4.3. Power of Punishment
- 6.4.4. Expert Power
- 6.4.5. Reference Power
- 6.4.6. Formal Power
- 6.4.7. Practical Exercises on How to Use the Different Powers of the Project Manager

**6.5. Acquisition of the Appropriate Project Equipment for our Project**

- 6.5.1. What is Equipment Acquisition?
- 6.5.2. Means of Equipment Acquisition
  - 6.5.2.1. Hiring
  - 6.5.2.2. Outsourcing
- 6.5.3. Decision Making
  - 6.5.3.1. Availability
  - 6.5.3.2. Costs
  - 6.5.3.3. Experience
  - 6.5.3.4. Skills
  - 6.5.3.5. Knowledge
  - 6.5.3.6. Capabilities
  - 6.5.3.7. Attitudes
  - 6.5.3.8. International Factors
- 6.5.4. Pre-Assignment
- 6.5.5. Virtual Teams

**6.6. Development of Interpersonal Skills (Soft Skills):**

- 6.6.1. Leadership
- 6.6.2. Motivation
- 6.6.3. Communication
- 6.6.4. Influence
- 6.6.5. Group Facilitation
- 6.6.6. Creativity
- 6.6.7. Emotional Intelligence
- 6.6.8. Decision Making

**6.7. Project Team Development**

- 6.7.1. Recognition and Rewards
  - 6.7.1.1. Preconditions to be Met for its Application
  - 6.7.1.2. Create a Recognition and Reward System
- 6.7.2. Training
- 6.7.3. Collocation (Tight-Matrix)
- 6.7.4. Communication Technology
- 6.7.5. Team Building Activities

**6.8. Project Team Management. Performance Appraisals, Project Team Management**

- 6.8.1. Planning
- 6.8.2. Types of Assessments
  - 6.8.2.1. Personal Assessments. 360° Assessments
  - 6.8.2.2. Team Assessments
- 6.8.3. Variables Definition
- 6.8.4. Design of the Performance Assessment System
- 6.8.5. Implementation and Training of Evaluators

**6.9. Conflict Management and Resolution Techniques**

- 6.9.1. What are Project Conflicts? Types
- 6.9.2. Collaborate/Problem Solve
- 6.9.3. Compromise/Reconcile
- 6.9.4. Withdraw/Avoid
- 6.9.5. Smooth/Accommodate
- 6.9.6. Force/Direct
- 6.9.7. Practical Exercises to Know When to use Each Conflict Resolution Technique

**6.10. Emerging Trends and Practices in Resource Management for Technology Projects**

- 6.10.1. Methods for Resource Management
- 6.10.2. Emotional Intelligence (EI)
- 6.10.3. Self-organized Teams
- 6.10.4. Virtual Teams/Distributed Teams
- 6.10.5. Considerations for Adaptation
- 6.10.6. Considerations for Agile/Adaptive Environments



**Module 7. Communications and Stakeholder Management for Technology Projects**

<b>7.1. Communications Management Planning</b> 7.1.1. Why is a Communications Management Plan Important? 7.1.2. Introduction to Communications Management 7.1.3. Communications Analysis and Requirements 7.1.4. Dimensions of Communications 7.1.5. Techniques and Tools	<b>7.2. Communication Skills</b> 7.2.1. Conscious Emission 7.2.2. Active Listening 7.2.3. Empathy 7.2.4. Avoid Bad Gestures 7.2.5. Reading and Writing 7.2.6. Respect 7.2.7. Persuasion 7.2.8. Credibility	<b>7.3. Effective, Efficient Communication and Types of Communication</b> 7.3.1. Definition 7.3.2. Effective Communication 7.3.3. Efficient Communication 7.3.4. Formal Communication 7.3.5. Informal Communication 7.3.6. Written Communication 7.3.7. Verbal Communication 7.3.8. Practical Exercises on the use of Communication Types in a Project	<b>7.4. Communications Management and Control</b> 7.4.1. Project Communications Management 7.4.2. Communication Models 7.4.3. Communication Methods 7.4.4. Project Communications Channels
<b>7.5. Emerging Trends and Practices in the Field of Communication</b> 7.5.1. Evaluation of Communication Styles 7.5.2. Political Awareness 7.5.3. Cultural Awareness 7.5.4. Communication Technology	<b>7.6. Stakeholder Identification and Analysis</b> 7.6.1. Why is it Important to Manage Stakeholders? 7.6.2. Stakeholder Analysis and Registration 7.6.3. Stakeholder Interests and Concerns 7.6.4. Considerations for Agile and Adaptive Environments	<b>7.7. Stakeholder Management Planning</b> 7.7.1. Appropriate Management Strategies 7.7.2. Tools and Techniques	<b>7.8. Stakeholder Engagement Management. Management Strategy</b> 7.8.1. Methods for Increasing Support and Minimizing Resistance 7.8.2. Tools and Techniques
<b>7.9. Monitoring of Stakeholder Involvement</b> 7.9.1. Stakeholder Performance Report 7.9.2. Tools and Techniques			

**Module 8. Technology Project Risk Management**

**8.1. Introduction to Risk Management**

- 8.1.1. Definition of Risks
  - 8.1.1.1. Threats
  - 8.1.1.2. Opportunities
- 8.1.2. Types of Risks

**8.2. Basic Concepts**

- 8.2.1. Severity
- 8.2.2. Attitudes Towards Risk
- 8.2.3. Individual Risk vs. General Risk
- 8.2.4. Risk Categories

**8.3. Risk Management: Benefits**

**8.4. Trends in Risk Management**

- 8.4.1. Non-Event Risks
- 8.4.2. Project Resilience
- 8.4.3. Risks in Agile and Adaptive Environments

**8.5. Risk Management Planning**

- 8.5.1. Develop the Risk Management Plan
- 8.5.2. Tools and Techniques

**8.6. Risk Identification**

- 8.6.1. The Project Risk Register
- 8.6.2. Tools and Techniques

**8.7. Perform Qualitative Risk Analysis**

- 8.7.1. Qualitative Risk Analysis
  - 8.7.1.1. Definition
  - 8.7.1.2. Representation
- 8.7.2. Tools and Techniques

**8.8. Perform Quantitative Risk Analysis**

- 8.8.1. Quantitative Risk Analysis: Definition and Representation
- 8.8.2. Tools and Techniques
- 8.8.3. Modelling and Simulation
- 8.8.4. Sensitivity Analysis
- 8.8.5. Contingency Reserve Calculation

**8.9. Risk Response Planning and Implementation**

- 8.9.1. Develop Risk Response Plan
- 8.9.2. Types of Threat Strategies
- 8.9.3. Types of Strategies for Opportunities
- 8.9.4. Reserves Management
- 8.9.5. Tools and Techniques
- 8.9.6. Implementation of Risk Response

**8.10. Risk Monitoring**

- 8.10.1. Risk Monitoring Concepts
- 8.10.2. Tools and Techniques

**Module 9. Technology Project Procurement Management**

**9.1. Introduction to Procurement Management**

- 9.1.1. Definition of Contract

**9.2. Basic Concepts**

- 9.2.1. Definition of Contract
- 9.2.2. The Project Manager and the Contract
- 9.2.3. Main Activities
- 9.2.4. Centralized and Decentralized Contracting

**9.3. Procurement Management: Benefits**

- 9.3.1. Definition of the Acquisition Strategy
- 9.3.2. Types of Strategies

**9.4. Acquisitions in Adaptive Environments**

**9.5. Types of Contracts**

- 9.5.1. Fixed Price Contracts
- 9.5.2. Reimbursable Cost Contracts
- 9.5.3. Time and Materials Contracts

**9.6. Procurement Documentation**

- 9.6.1. Types of Procurement Documents
- 9.6.2. Document Flows in Procurement Management

**9.7. Negotiation with Suppliers**

- 9.7.1. Supplier Negotiation Objectives
- 9.7.2. Negotiation Techniques with Suppliers

**9.8. Procurement Management Planning**

- 9.8.1. Procurement Management Plan
- 9.8.2. Tools and Techniques

**9.9. Procurement**

- 9.9.1. Search, Selection and Evaluation of Offers
- 9.9.2. Tools and Techniques
- 9.9.3. Bid Weighting Matrix

**9.10. Procurement Monitoring and Control**

- 9.10.1. Procurement Monitoring and Control Points by Contract Type
- 9.10.2. Tools and Techniques

**Module 10. PMP® or CAPM® Certification and Code of Ethics. Emerging Trends and Practices in the Management and Administration of Technology Projects**

**10.1. What is PMP®, CAPM® and PMI®?**

- 10.1.1. What is PMP®
- 10.1.2. CAPM®
- 10.1.3. PMI®
- 10.1.4. PMBOK

**10.2. Advantages and Benefits of obtaining PMP® and CAPM® certification**

- 10.2.1. Techniques and Tricks to Pass the PMP® and CAPM® Certification Exams on the First Attempt
- 10.2.2. PMI-isms

**10.3. Professional Experience Report to PMI® (Project Management Institute)**

- 10.3.1. Becoming a PMI® Member
- 10.3.2. PMP® and CAPM® Certification Exam Entry Requirements
- 10.3.3. Analysis of the Professional Experience of the Student
- 10.3.4. Student Work Experience Report Help Template
- 10.3.5. PMI® Software Experience Report

**10.4. PMP® Certification Exam or CAPM® Exam**

- 10.4.1. What is the PMP® or CAPM® Certification Exam Like?
- 10.4.2. Number of Scoring and Non-scoring Questions
- 10.4.3. Duration of the Exam
- 10.4.4. Passing Threshold
- 10.4.5. Number of Questions per Process Group
- 10.4.6. Qualification Methodology

**10.5. Agile Methodologies:**

- 10.5.1. AGILE
- 10.5.2. SCRUM
- 10.5.3. Kanban
- 10.5.4. LEAN
- 10.5.5. Comparison with PMI® Certifications

**10.6. Software Development in Agile Methodologies**

- 10.6.1. Analysis of the Different Software on the Market
- 10.6.2. Advantages and Benefits

**10.7. Advantages and Limitations of Implementing Agile Methodologies in your technology projects**

- 10.7.1. Advantages
- 10.7.2. Limitations
- 10.7.3. Agile Methodologies vs. Traditional Tools

**10.8. Responsibility**

- 10.8.1. Respect
- 10.8.2. Impartiality
- 10.8.3. Honesty

**Module 11. Leadership, Ethics and Social Responsibility in Companies**

**11.1. Globalization and Governance**

- 11.1.1. Governance and Corporate Governance
- 11.1.2. The Fundamentals of Corporate Governance in Companies
- 11.1.3. The Role of the Board of Directors in the Corporate Governance Framework

**11.2. Leadership**

- 11.2.1. Leadership. A Conceptual Approach
- 11.2.2. Leadership in Companies
- 11.2.3. The Importance of Leaders in Business Management

**11.3. Cross-Cultural Management**

- 11.3.1. Concept of Cross-Cultural Management
- 11.3.2. Contributions to the Knowledge of National Cultures
- 11.3.3. Diversity Management

**11.4. Management and Leadership Development**

- 11.4.1. Concept of Management Development
- 11.4.2. Concept of Leadership
- 11.4.3. Leadership Theories
- 11.4.4. Leadership Styles
- 11.4.5. Intelligence in Leadership
- 11.4.6. The Challenges of Today's Leader

**11.5. Business Ethics**

- 11.5.1. Ethics and Morality
- 11.5.2. Business Ethics
- 11.5.3. Leadership and Ethics in Companies

**11.6. Sustainability**

- 11.6.1. Sustainability and Sustainable Development
- 11.6.2. The 2030 Agenda
- 11.6.3. Sustainable Companies

**11.7. Corporate Social Responsibility**

- 11.7.1. International Dimensions of Corporate Social Responsibility
- 11.7.2. Implementing Corporate Social Responsibility
- 11.7.3. The Impact and Measurement of Corporate Social Responsibility

**11.8. Responsible Management Systems and Tools**

- 11.8.1. CSR: Corporate Social Responsibility
- 11.8.2. Essential Aspects for Implementing a Responsible Management Strategy
- 11.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
- 11.8.4. Tools and Standards of CSR

**11.9. Multinationals and Human Rights**

- 11.9.1. Globalization, Multinational Corporations and Human Rights
- 11.9.2. Multinational Corporations and International Law
- 11.9.3. Legal Instruments for Multinationals in the Field of Human Rights

**11.10. Legal Environment and Corporate Governance**

- 11.10.1. International Rules on Importation and Exportation
- 11.10.2. Intellectual and Industrial Property
- 11.10.3. International Labor Law

## Module 12. People and Talent Management

### 12.1. Strategic People Management

- 12.1.1. Strategic Human Resources Management
- 12.1.2. Strategic People Management

### 12.2. Human Resources Management by Competencies

- 12.2.1. Analysis of the Potential
- 12.2.2. Remuneration Policy
- 12.2.3. Career/Succession Planning

### 12.3. Performance Evaluation and Compliance Management

- 12.3.1. Performance Management
- 12.3.2. Performance Management: Objectives and Process

### 12.4. Innovation in Talent and People Management

- 12.4.1. Strategic Talent Management Models
- 12.4.2. Identification, Training and Development of Talent
- 12.4.3. Loyalty and Retention
- 12.4.4. Proactivity and Innovation

### 12.5. Motivation

- 12.5.1. The Nature of Motivation
- 12.5.2. Expectations Theory
- 12.5.3. Needs Theory
- 12.5.4. Motivation and Financial Compensation

### 12.6. Developing High Performance Teams

- 12.6.1. High-Performance Teams: Self-Managing Teams
- 12.6.2. Methodologies for Managing High Performance Self-Managed Teams

### 12.7. Change Management

- 12.7.1. Change Management
- 12.7.2. Types of Change Management Processes
- 12.7.3. Stages or Phases in Change Management

### 12.8. Negotiation and Conflict Management

- 12.8.1. Negotiation
- 12.8.2. Conflict Management
- 12.8.3. Crisis Management

### 12.9. Executive Communication

- 12.9.1. Internal and External Communication in the Business Environment
- 12.9.2. Communication Departments
- 12.9.3. The Head of Communication of the Company. The Profile of the Dircom

### 12.10. Productivity, Attraction, Retention and Activation of Talent

- 12.10.1. Productivity
- 12.10.2. Talent Attraction and Retention Levers

**Module 13. Economic and Financial Management**

**13.1. Economic Environment**

- 13.1.1. Macroeconomic Environment and the National Financial System
- 13.1.2. Financial Institutions
- 13.1.3. Financial Markets
- 13.1.4. Financial Assets
- 13.1.5. Other Financial Sector Entities

**13.2. Executive Accounting**

- 13.2.1. Basic Concepts
- 13.2.2. The Company's Assets
- 13.2.3. The Company's Liabilities
- 13.2.4. The Company's Net Worth
- 13.2.5. The Income Statement

**13.3. Information Systems and Business Intelligence**

- 13.3.1. Fundamentals and Classification
- 13.3.2. Cost Allocation Phases and Methods
- 13.3.3. Choice of Cost Center and Impact

**13.4. Budget and Management Control**

- 13.4.1. The Budgetary Model
- 13.4.2. The Capital Budget
- 13.4.3. The Operating Budget
- 13.4.4. The Cash Budget
- 13.4.5. Budget Monitoring

**13.5. Financial Management**

- 13.5.1. The Company's Financial Decisions
- 13.5.2. The Financial Department
- 13.5.3. Cash Surpluses
- 13.5.4. Risks Associated with Financial Management
- 13.5.5. Risk Management of the Financial Management

**13.6. Financial Planning**

- 13.6.1. Definition of Financial Planning
- 13.6.2. Actions to Be Taken in Financial Planning
- 13.6.3. Creation and Establishment of the Business Strategy
- 13.6.4. The Cash Flow Chart
- 13.6.5. The Working Capital Chart

**13.7. Corporate Financial Strategy**

- 13.7.1. Corporate Strategy and Sources of Financing
- 13.7.2. Corporate Financing Financial Products

**13.8. Strategic Financing**

- 13.8.1. Self-financing
- 13.8.2. Increase in Shareholder's Equity
- 13.8.3. Hybrid Resources
- 13.8.4. Financing through Intermediaries

**13.9. Financial Analysis and Planning**

- 13.9.1. Analysis of the Balance Sheet
- 13.9.2. Analysis of the Income Statement
- 13.9.3. Profitability Analysis

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

- 13.10.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

**Module 14. Commercial Management and Strategic Marketing**
**14.1. Commercial Management**

- 14.1.1. Conceptual Framework of Commercial Management
- 14.1.2. Commercial Strategy and Planning
- 14.1.3. The Role of Sales Managers

**14.2. Marketing**

- 14.2.1. The Concept of Marketing
- 14.2.2. The Basic Elements of Marketing
- 14.2.3. Marketing Activities in Companies

**14.3. Strategic Marketing Management**

- 14.3.1. The Concept of Strategic Marketing
- 14.3.2. Concept of Strategic Marketing Planning
- 14.3.3. Stages in the Process of Strategic Marketing Planning

**14.4. Digital Marketing and e-Commerce**

- 14.4.1. Objectives of Digital Marketing and e-Commerce
- 14.4.2. Digital Marketing and the Media It Uses
- 14.4.3. E-Commerce. General Context
- 14.4.4. Categories of e-Commerce
- 14.4.5. Advantages and Disadvantages of e-Commerce Compared to Traditional Commerce

**14.5. Digital Marketing to Reinforce a Brand**

- 14.5.1. Online Strategies to Improve Brand Reputation
- 14.5.2. Branded Content and Storytelling

**14.6. Digital Marketing to Attract and Retain Customers**

- 14.6.1. Loyalty and Engagement Strategies Using the Internet
- 14.6.2. Visitor Relationship Management
- 14.6.3. Hypersegmentation

**14.7. Digital Campaign Management**

- 14.7.1. What Is a Digital Advertising Campaign?
- 14.7.2. Steps to Launch an Online Marketing Campaign
- 14.7.3. Mistakes in Digital Advertising Campaigns

**14.8. Sales Strategy**

- 14.8.1. Sales Strategy
- 14.8.2. Sales Methods

**14.9. Corporate Communication**

- 14.9.1. Concept
- 14.9.2. The Importance of Communication in the Organization
- 14.9.3. Type of Communication in the Organization
- 14.9.4. Functions of Communication in the Organization
- 14.9.5. Elements of Communication
- 14.9.6. Problems of Communication
- 14.9.7. Communication Scenarios

**14.10. Digital Communication and Reputation**

- 14.10.1. Online Reputation
- 14.10.2. How to Measure Digital Reputation?
- 14.10.3. Online Reputation Tools
- 14.10.4. Online Reputation Report
- 14.10.5. Online Branding

**Module 15.**

**15.1. General Management**

- 15.1.1. The Concept of General Management
- 15.1.2. The Role of the CEO
- 15.1.3. The CEO and their Responsibilities
- 15.1.4. Transforming the Work of Management

**15.2. Manager Functions:  
Organizational Culture and  
Approaches**

- 15.2.1. Manager Functions: Organizational Culture and Approaches

**15.3. Operations Management**

- 15.3.1. The Importance of Management
- 15.3.2. Value Chain
- 15.3.3. Quality Management

**15.4. Public Speaking and Spokesperson  
Education**

- 15.4.1. Interpersonal Communication
- 15.4.2. Communication Skills and Influence
- 15.4.3. Communication Barriers

**15.5. Personal and Organizational  
Communication Tools**

- 15.5.1. Interpersonal Communication
- 15.5.2. Interpersonal Communication Tools
- 15.5.3. Communication in the Organization
- 15.5.4. Tools in the Organization

**15.6. Communication in Crisis Situations**

- 15.6.1. Crisis
- 15.6.2. Phases of the Crisis
- 15.6.3. Messages: Contents and Moments

**15.7. Preparation of a Crisis Plan**

- 15.7.1. Analysis of Possible Problems
- 15.7.2. Planning
- 15.7.3. Adequacy of Personnel

**15.8. Emotional Intelligence**

- 15.8.1. Emotional Intelligence and Communication
- 15.8.2. Assertiveness, Empathy, and Active Listening
- 15.8.3. Self- Esteem and Emotional Communication

**15.9. Personal Branding**

- 15.9.1. Strategies for Personal Brand Development
- 15.9.2. Personal Branding Laws
- 15.9.3. Tools for Creating Personal Brands

**15.10. Leadership and Team  
Management**

- 15.10.1. Leadership and Leadership Styles
- 15.10.2. Leadership Skills and Challenges
- 15.10.3. Managing Change Processes
- 15.10.4. Managing Multicultural Teams





07

# Methodology

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

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





“

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

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

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

“

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



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



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

### A learning method that is different and innovative

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

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

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

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

## Relearning Methodology

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

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

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

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

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



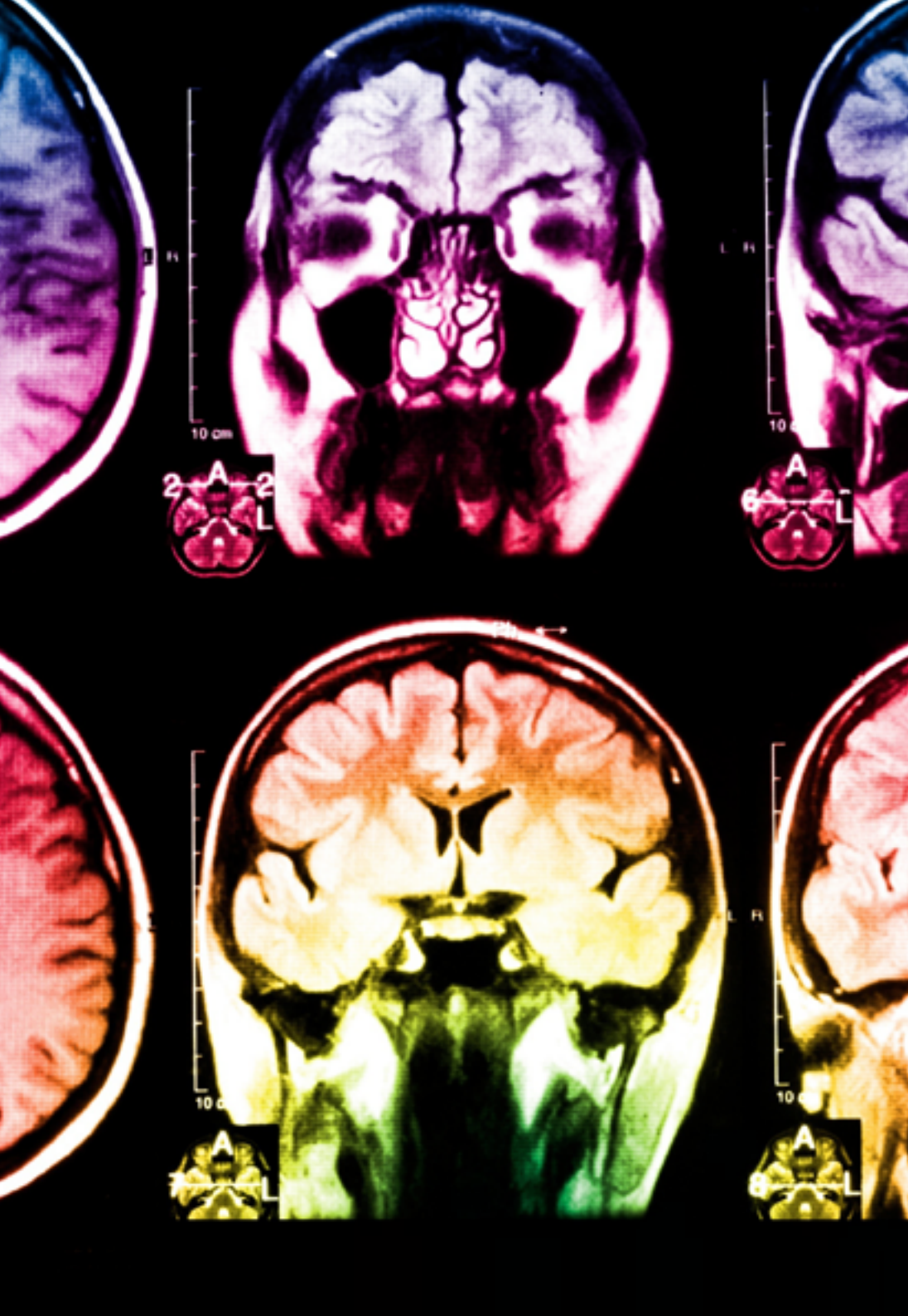
In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically.

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

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

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

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



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



### Study Material

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

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



### Classes

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

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



### Management Skills Exercises

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



### Additional Reading

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







### Case Studies

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



### Interactive Summaries

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

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



### Testing & Retesting

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



08

# Our Students' Profiles

The MBA in Technology Project Management is a program aimed at professionals who want to update their knowledge and advance their professional career. The diversity of participants with different educational profiles and from multiple nationalities makes up the multidisciplinary approach of this program.





*Obtain the skills and abilities necessary for proper decision making in project management, in all types of multidisciplinary contexts and environments"*

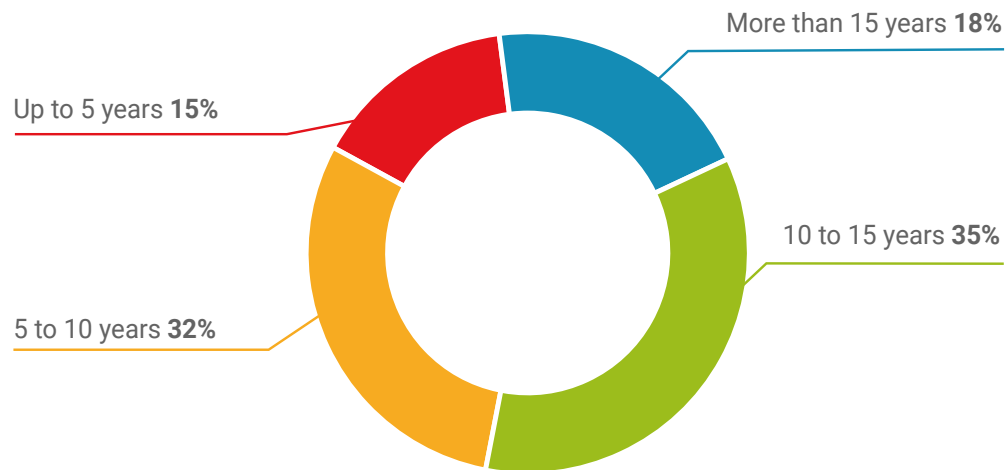
### Average Age

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

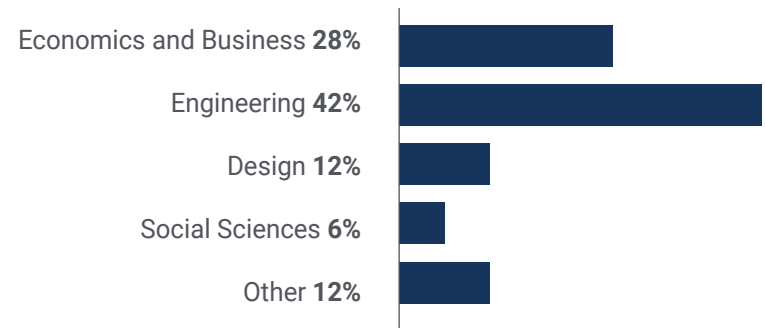
### Years of Experience

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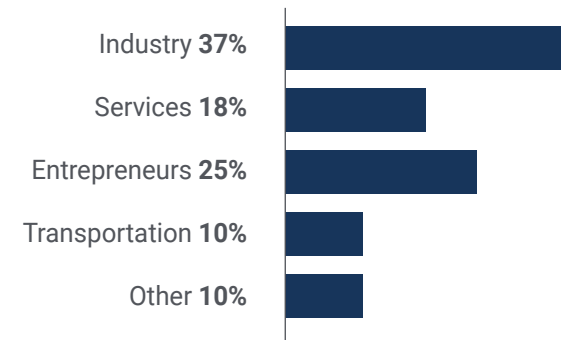
### Training

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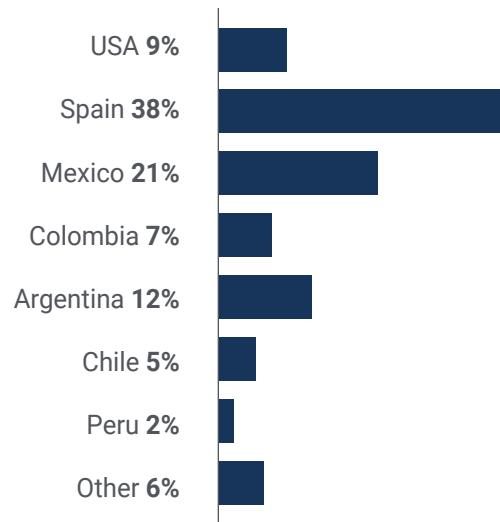
### Academic Profile

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## Geographical Distribution

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## Francisco Díaz

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Technology Project Manager

*"In TECH I have found the opportunity I had been looking for a long time to achieve higher education in the field of technology project management. In this way, thanks to its 100% online format, I have been able to follow the educational itinerary without any problem, using my free time to be able to improve and become promoted in my job"*

09

# Course Management

The program's teaching staff includes leading experts in the sector, who contribute their years of work experience to this program. Furthermore, other renowned specialists in related disciplines participate in designing and preparing the course, making it a unique and highly nourishing academic experience for students.





“

*We have a teaching team with extensive experience that will help you to specialize in this sector"*

## International Guest Director

With a long career focused on higher education, J. Michael DeAngelis has worked as a **broadcaster, scriptwriter and actor**. After holding various academic positions at the University of Pennsylvania, he has been appointed **Associate Director of Communications and Technology** at that institution. There, he is in charge of producing and presenting the weekly news podcast **CS Radio**. He is also co-creator of the comedy podcast *Mission: Rejected*, in which he directs, writes and produces.

Throughout his career, he has worked for local educational **television networks** and radio stations in the news sections. On the other hand, after graduating from Muhlenberg College with a degree in **Performing Arts**, he has held the position of director of **The Porch Room**, a production company for podcast, film and theater. With all this, he has had the opportunity to perform different functions in the field of **Communication and Entertainment**. Likewise, he has performed tasks both in front of and behind the microphones in the news and entertainment field.

In particular, with the irruption of **podcasts** and their continuous growth, this expert has specialized in creating and producing this type of sound content. Through them, and thanks to his experience as an actor, he manages to transmit to listeners not only information and stories, but also emotions through his voice.

On the other hand, DeAngelis has been recognized on several occasions for his theatrical work, his play *Drop* was honored at the **Samuel French Off-Off Broadway Short Play Festival** in 2009. That same year, he won the **New Jersey Association of Community Theatres (NJACT) Perry Award** for Best Production of an Original Play for *Accidents Happen*. At the same time, his distinguished career has earned him membership in the **Dramatist Guild of America**.





## Mr. DeAngelis, J. Michael

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- ♦ Director of Communications and Technology at the University of Pennsylvania, United States
- ♦ Director of the production company The Porch Room
- ♦ Host of the weekly news podcast CS Radio
- ♦ Broadcaster and Podcaster
- ♦ NJACT Perry Award
- ♦ B.A. in Performing Arts from Muhlenberg College
- ♦ Graduate in Acting and Theatre Criticism from Goldsmiths College, University of London
- ♦ Member of: Playwrights Guild of America

“

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

## International Guest Director

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

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

Jennifer Dove has demonstrated her commitment to continuous professional development, actively participating in networks of Human Resources professionals and contributing to the incorporation of numerous workers in different companies. After earning her bachelor's degree in Organizational Communication from the University of Miami, she has held senior recruiting positions at companies in a variety of fields.

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



## Ms. Dove, Jennifer

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

“

*TECH has a distinguished and specialized group of International Guest Directors, with important leadership roles in the most leading companies in the global market”*

## 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 has led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

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



## Mr. Gauthier, Rick

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- Regional IT Director - Amazon, Seattle , USA
- Senior Program Manager at Amazon
- Vice President, 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
- B.S. in Environmental Studies from The Evergreen State College

“

*Take the opportunity to learn about the latest advances in this field in order to apply it to your daily practice”*

## 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 real 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.

He has also nurtured and led **high-performing teams** throughout his career that have received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: **meeting the complex decarbonization demands** of customers, **supporting “cost-effective decarbonization”** and **overhauling a fragmented data, digital and technology landscape**. In this way, his efforts have evidenced 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.

On the other hand, the executive stands out for his mastery of the **business applications of Artificial Intelligence**, a subject in which he has 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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- Chief Digital Officer (CDO) at Shell Energy Corporation, London, United Kingdom
- Global Head of eCommerce and Customer Service at Shell Energy Corporation
- National Key Account Manager (Automotive OEM and Retail) for Shell in Kuala Lumpur, Malaysia
- Senior Management Consultant (Financial Services Sector) for Accenture from Singapore
- Graduate of the University of Leeds
- Postgraduate Diploma in Business Applications of AI for Senior Executives from London Business School
- CCXP Customer Experience Professional Certification
- Executive Digital Transformation Course by IMD

“

*Do you want to update your knowledge with the highest educational quality? TECH offers you the most updated content in the academic market, designed by authentic experts of international prestige"*

## 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 Procurement 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**, **Export Lead Generation Program Award** and the **EMEA Best Sales Model Award**.

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

He has also led teams at companies such as **Eaton**, **Airbus** and **Siemens**, where he gained valuable account and supply chain management 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, California, United States
- Senior Manager, B2B Analytics and Technology - Google, USA
- Sales Director - Google, Ireland
- Senior Industry Analyst - Google, Germany
- Accounts Manager - Google, Ireland
- Accounts Payable at Eaton, UK
- Supply Chain Manager at Airbus, Germany

“

*Bet on TECH! You will have access to the best teaching materials, at the forefront of technology and education, implemented by internationally renowned specialists in the field"*

## International Guest Director

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

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

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

On the other hand, in companies such as **Calvin Klein** or **Gruppo Coin**, he has undertaken projects to boost the **structure, development and marketing** 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 (KPI).



## Mr. La Sala, Andrea

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- Global Brand and Merchandising Director 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
- Graduate of Business and Economics at the Università degli Studi del Piemonte Orientale

“

*The most qualified and experienced international professionals are waiting for you at TECH to offer you a first class education, updated and based on the latest scientific evidence. What are you waiting for to enroll?"*

## International Guest Director

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

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

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

In terms of education, the executive has several Master's degrees 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, this expert has achieved cutting-edge skills. Because of this, he has come to be considered a **born leader** of the **new global economy**, entered on the impulse of 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
- ♦ Business Intelligence Director at Capgemini
- ♦ Chief Analyst at Nordea
- ♦ Chief Business Intelligence Consultant for SAS
- ♦ Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- ♦ Executive MBA in e-commerce at the University of Copenhagen
- ♦ Bachelor's Degree and Master's Degree in Mathematics and Statistics at the University of Copenhagen

“

*Study at the world's best online university according to Forbes! In this MBA you will have access to an extensive library of multimedia resources, developed by internationally renowned professors"*

## International Guest Director

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

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

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

On the other hand, the expert holds a Bachelor's Degree in Telecommunications from the University of Florida and a Master's Degree in Creative Writing from the University of California, which demonstrates his skills in **communication** and **storytelling**. In addition, he has participated in Harvard University's School of Professional Development in cutting-edge programs on the use of **Artificial Intelligence** in **business**. As such, 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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- Digital Marketing Director at Warner Bros. Discovery, Burbank, United States
- Traffic Manager at Warner Bros. Entertainment.
- Master's Degree in Creative Writing from the University of California
- Degree in Telecommunications from the University of Florida

“

*Achieve your academic and professional goals with the best qualified experts in the world! The teachers of this MBA will guide you throughout the learning process”*

## International Guest Director

Eric Nyquist is an outstanding professional in the international sports field, who has built an impressive career, standing out for his strategic leadership and his ability to drive change and innovation in top-level sports organizations.

In fact, he has held senior roles such as Director of Communications and Impact at NASCAR, based in Florida, USA. With many years of experience behind him at NASCAR, Nyquist has also held several leadership positions, including Senior Vice President of Strategic Development and General Manager of Business Affairs managing more than a dozen disciplines ranging from strategic development to entertainment marketing.

Nyquist has also made a significant mark on Chicago's top sport's franchises. As Executive Vice President of the Chicago Bulls and the Chicago White Sox franchises, he has demonstrated his ability to drive business and strategic success in the world of professional sports.

Finally, it is worth noting that he began his career in sports while working in New York as senior strategic analyst for Roger Goodell in the National Football League (NFL) and, prior to that, as a Legal Intern for the United States Soccer Federation.





## Mr. Nyquist, Eric

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- Director of Communications and Impact, NASCAR, Florida, United States
- Senior Vice President, Strategic Development, NASCAR
- Vice President, Strategic Planning, NASCAR
- Senior Director of Business Affairs at NASCAR
- Executive Vice President, Chicago White Sox Franchises
- Executive Vice President, Chicago Bulls Franchises
- Manager of Business Planning at the National Football League (NFL)
- Business Affairs/Legal Intern with the United States Soccer Federation
- Law Degree from the University of Chicago
- Master of Business Administration-MBA from the University of Chicago Booth School of Business
- Bachelor's Degree in International Economics from Carleton College

“

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

## Management



### Dr. Romero Mariño, Brunil Dalila

- ♦ Doctorate in Information and Communication Technologies from the University of Granada (UGR), Spain
- ♦ Database Administrator, OCREM Association, Granada
- ♦ Software Projects and Technology Architecture Consultant for different companies in Venezuela
- ♦ University Professor of Information Technology, Department of Processes and Systems, Simón Bolívar University (USB), Venezuela
- ♦ Researcher in Software Engineering and related areas, Department of Processes and Systems in the USB, Venezuela
- ♦ Internship Tutor at USB, Venezuela
- ♦ University Professor of Information Technology, School of Systems Engineering, Bicentennial de Aragua University (UBA), Venezuela
- ♦ Director of the School of Electronics and Coordinator of the Special Degree Projects Commission of the Technology University Institute Antonio José de Sucre (UTS), Venezuela
- ♦ Systems Engineer from UBA, Venezuela
- ♦ Expert in Communications and Data Communication Networks, Central University of Venezuela (UCV)
- ♦ Master's Degree in Systems Engineering, USB, Venezuela
- ♦ Member evaluator of doctoral projects of the American University of Europe (UNADE)



10

# Impact on Your Career

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

And therefore, we put all our efforts and tools at your disposal so that you acquire the necessary skills and abilities that will allow you to achieve this change.





“

*We are fully committed to helping you achieve  
the professional change you want”*

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

This intensive TECH program prepares you face challenges and decisions in Technology Project Management. The main objective is to promote your personal and professional growth. Helping you achieve success.

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

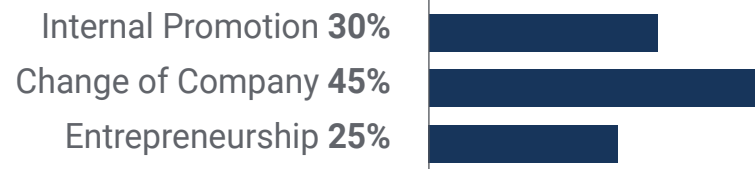
*Do not miss the opportunity to train with us and you will find the improvement you were looking for.*

*If you want to make a positive change in your profession, this is your opportunity.*

#### When the change occurs



#### Time of Change



## Salary increase

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The completion of this program represents a salary increase of more than **25.22%** for TECH students.



11

# Benefits for Your Company

The MBA in Technology Project in Management helps raise the organization's talent to its maximum potential by training high-level leaders. Therefore, participating in this academic program will not only improve you on a personal level, but, above all, on a professional level, enhancing your education and improving your managerial skills. Additionally, joining TECH's educational community is a unique opportunity to access a powerful network of contacts in which to find future professional partners, clients, or suppliers.







“

*After studying with us you will be able to bring new approaches and strategies to your company that will be a bonus for its development”*

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

01

### Growth of talent and intellectual capital

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

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02

### Retaining high-potential executives to avoid talent drain

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

03

### Building agents of change

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

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04

### Increased international expansion possibilities

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



05

### Project Development

The professional can work on a real project or develop new projects in the field of R & D or business development of your company.

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06

### Increased competitiveness

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

# 12 Certificate

The MBA in Technology Project Management guarantees students, in addition to the most rigorous and up-to-date education, access to an Executive Master's Degree diploma issued by TECH Global University.



“

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

This **MBA in Technology Project Management** contains the most complete and up-to-dated program on the market.

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

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

Title: **Executive Master's Degree MBA in Technology Project Management**

Official N° of hours: **1,500 h.**

Modality: **online**

Duration: **12 months**



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



## Executive Master's Degree

### MBA in Technology Project Management

- » Modality: **online**
- » Duration: **12 months**
- » Certificate: **TECH Technological University**
- » Schedule: **at your own pace**
- » Exams: **online**

# Executive Master's Degree MBA in Technology Project Management