

Advanced Master's Degree Global Project Management

A M D G P M



Advanced Master's Degree Global Project Management

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

Website: www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-global-project-management

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01 Welcome

Companies operate in changing and highly competitive environments, so they have to focus on differentiation in order to achieve a niche in the market that allows them to develop successfully. At this point, project management takes on a relevant role, since it is responsible for identifying the needs and opportunities of the market in order to design projects that can reach the target audience. But the professional's work does not end there, they must know all the phases of the project, in depth in order to carry out the control of the same one that allows to take out to the market highly competitive products. This is, without doubt, the profile of a top level professional, which is why more and more people are deciding to look for top level academic programs so as to find a specialization within in this field. To address this need, TECH presents this training program, which aims to improve the knowledge and skills of professionals in this field, with the main objective of making them more competitive in their daily practice.



Advanced Master's Degree in Global Project Management.
TECH Technological University



“

Become a successful project manager, able to identify opportunities and design relevant projects for your company"

02

Why Study at TECH?

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



“

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

At TECH Technological University



Innovation

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

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



The Highest Standards

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

95% | of TECH students successfully complete their studies



Networking

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

100,000+

executives trained each year

200+

different nationalities



Empowerment

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

500+

collaborative agreements with leading companies



Talent

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

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



Multicultural Context

While studying at TECH, students will enjoy a unique experience by studying 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

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

Teachers representing 20 different nationalities.



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



Analysis

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



Academic Excellence

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



Economy of Scale

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.

03

Why Our Program?

Studying this TECH program means increasing the chances of achieving professional success in Global Project Management

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



“

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

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

01

A significant career boost

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

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

02

Develop a strategic and global vision of companies

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

Our global vision of companies will improve your strategic vision.

03

Consolidate the student's senior management skills

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

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

04

Take on new responsibilities

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

45% of graduates are promoted internally.

05

Access to a powerful network of contacts

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

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

06

Thoroughly develop business projects

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

20% of our students develop their own business idea.

07

Improve soft skills and management skills

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

Improve your communication and leadership skills and enhance your career.

08

Be part of an exclusive community

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

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

04 Objectives

This program is designed as a didactic guide for project management professionals, as they will find all the necessary information to successfully manage a job that requires a high level of specialization, as they have to understand and manage all phases of projects. Therefore, TECH's main objective with this Advanced Master's Degree is that, at the end of the course, students will have acquired the necessary skills to be able to carry out their daily work to a high standard..



“

This program will provide you with the necessary strategies to properly manage your company's projects"

Your goals are our goals.

We work together to help you achieve them.

The **Advanced Master's Degree in Global Project Management** will enable students to:

01

Moving from the technical management side to the managerial side within the organizations

04

Know how to manage companies, work and people in highly uncertain environments

02

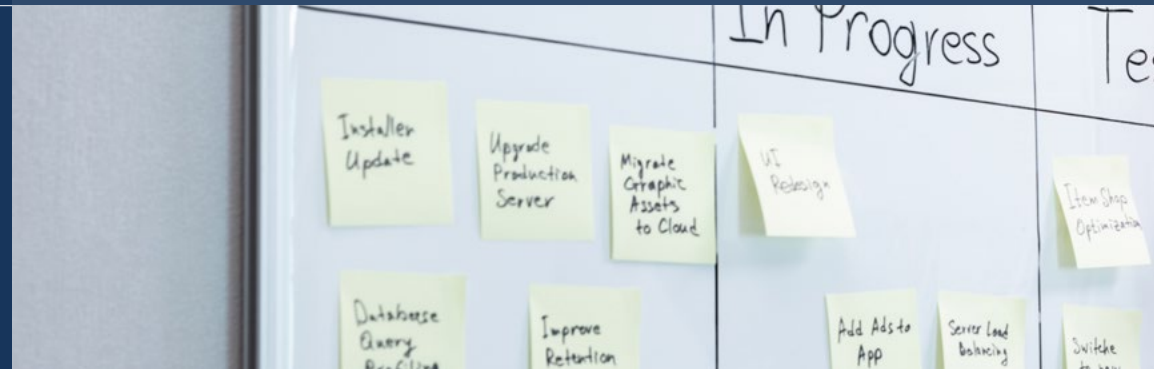
Improve knowledge of areas complementary to project management; business strategy and financial management

03

Improving the management of people and high-performance teams

05

Know how to work in a more effective, more agile and more aligned way with new technologies and current tools



06

Learn the key legal issues when drafting a project contract

08

Understand the importance of corporate social responsibility as an essential part of any project



09

Develop the ability to predict in highly uncertain environments

07

Know the best practices to get your team not only involved but also committed to it

10

Know how to distribute shared resource workloads among several projects

11

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

12

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

13

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





14

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

15

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

16

Understanding the cost of failing to meet project quality

17

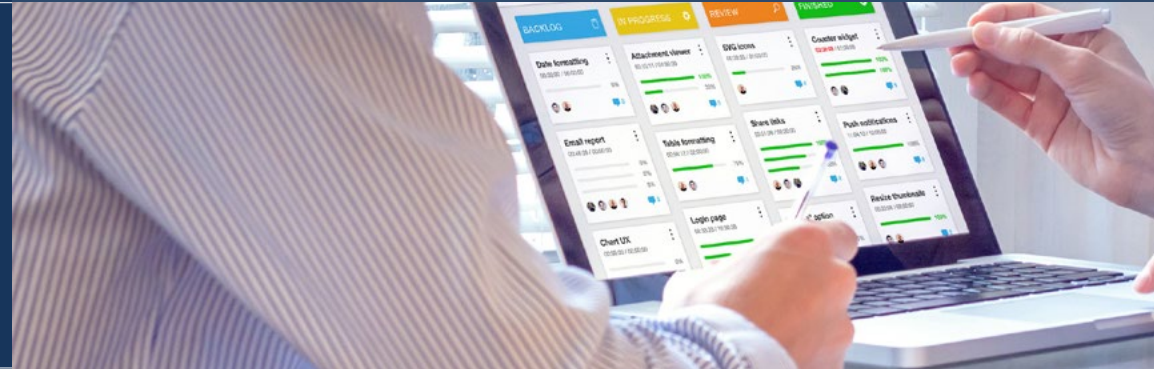
Perform quality controls at each stage of the project

20

Manage the different stages of EPC projects

18

Understand and manage the risks of technology projects



19

Conduct a comprehensive analysis of EPC projects

21

Manage contracts for large-scale projects

22

Learn how to provide an in-depth breakdown of guarantees, disputes and insurance in construction

24

Analyze cost, time and resources

25

Obtain a solid understanding of the integration phases of a project

23

Mastering project management in a global way

26

Understanding the management of a project with a global interdepartmental vision



05 Skills

At the end of this Advanced Master's Degree in Global Project Management of TECH Technological University, the student will have acquired the competencies and skills necessary to participate, manage and control all phases of a project. In this way, this program will provide you with the necessary knowledge that you will later apply to your daily work, making it a unique study opportunity that will mark a before and after in your training.





“

Develop the necessary skills that will allow you to control all phases of project creation”

01

Learning to manage companies in environments of high uncertainty

02

Better manage personal time and the time of others

03

Understand the relationship between scope, time and cost

04

Understanding how to manage a high-performance team

05

Know how to analyze the income statement of companies



06

Understanding the main financial indicators of organizations

08

Understand the keys to successful R&D&I management in organizations

09

Calculate the feasibility of a project before its execution

07

Design and implement PMO structures within an organization

10

Identify the direct and indirect costs associated with any business activity



11

Successfully manage technology projects to achieve business objectives

14

Perform the process of work monitoring and quality control of technological projects

12

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



13

Apply the specific regulations and best practice criteria for the management of technology projects

15

Manage the scope of technology projects

16

Estimating the duration of projects and managing them appropriately

18

Understand emerging trends and practices in technology project resource management and implement them



19

Apply new trends in the field of communication

17

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

20

Apply the code of ethics in the management of technological projects

21

Master the global environment of large turnkey construction, from the international context, markets, to project development, operation and maintenance plans and sectors such as insurance and asset management

24

Perform project management of this type in national and international environments

22

Apply acquired knowledge and problem-solving skills in current or unfamiliar environments within broader contexts related to EPC projects



23

Understand and internalize the scope of digital and industrial transformation applied to EPC project systems for efficiency and competitiveness in today's market

25

Recognize the main actors involved in the construction phase of an EPC project

26

Know how to manage a construction contract in international environments, paying special attention to the critical points that may affect the deadlines and costs of the execution of the contract

28

Have specific knowledge in the area of arbitration and possible disputes, so that he/she can be prepared to participate in future project processes that he/she manages

29

Obtain the necessary skills to make relevant decisions for the development of the project in a timely manner

27

Master important aspects of contract management such as guarantees, insurance and penalties

30

Know how to act as a project manager to manage quality, communications and possible non-conformities that may arise in the project



06

Structure and Content

The structure of this Advanced Master's Degree in Global Project Management has been developed with the academic needs of business professionals in an area that is truly essential in any company in mind. In this way, students will have the opportunity to take an academic tour of the latest and most relevant concepts in this area of action, bringing greater quality and safety to their daily practice, as well as a comprehensive and international vision to their work.



“

A very well-structured syllabus in a fully digital format that will allow you to self-manage your study time"

Syllabus

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

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

This program deals in depth with the main areas of the company and is designed for managers to understand project management from a strategic, international and innovative perspective.

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

This program is developed over 2 years and is divided into 25 modules:

Module 1	Strategic Project Management
Module 2	Project Financial Management
Module 3	Recruitment and Project Quality
Module 4	People and Resource Management
Module 5	Innovative Organizations and Projects
Module 6	Agile Methodologies
Module 7	PMO
Module 8	Project Risk Management
Module 9	Project Finances
Module 10	Introduction to Technology Project Design and Management and Management of Technology Project Integration
Module 11	Scope Management of Technology Projects
Module 12	Time Management of Technology Projects
Module 13	Cost Management of Technology Projects

Module 14	Quality Management for Technological Projects
Module 15	Management of Technology Project Resources
Module 16	Communications and Stakeholder Management for Technology Projects
Module 17	Technology Project Procurement Management
Module 18	PMP® or CAPM® Certification and Code of Ethics. Emerging Trends and Practices in Technology Project Management and Leadership
Module 19	International Projects
Module 20	Turnkey Projects (EPC)
Module 21	Management and Control of Stages in Turnkey (EPC) Projects
Module 22	Contract Management in Projects
Module 23	Project Management in Contract Management
Module 24	Project Management in Projects: Communications and Quality Management
Module 25	Project Management in Projects: Purchasing and Resource Management

Where, When and How is it Taught?

TECH offers you the possibility of taking this program completely online. During the 2 years of training, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

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

Module 1. Strategic Project Management

1.1. Strategic Project Management and the Company	1.2. Competitive Business Strategy	1.3. Corporate Business Strategy	1.4. Project Management Framework
1.5. Integration and Knowledge Management	1.6. Areas of Knowledge in Project Management	1.7. Project Change Management: Training Management	1.8. Stakeholder Management
1.9. Project Communication Management	1.10. Traditional and Innovative Methodologies		

Module 2. Project Financial Management

2.1. Financial Plan	2.2. Financial Model	2.3. Project Viability Analysis	2.4. Project Sensitivity Management
2.5. Project Cost Management	2.6. Project Cost Estimation	2.7. Control Project Costs - EVM	2.8. Economic Analysis of Decisions
2.9. Ms Project Tools	2.10. Digital Tools and Systems for Project Management		

Module 3. Recruitment and Project Quality

3.1. Acquisition Planning	3.2. Supplier Search Planning	3.3. Supplier Relationship Management	3.4. Legal Aspects of Recruitment
3.5. Contract Management and Administration	3.6. Project Sale Management	3.7. Lean Management	3.8. Process Improvement Techniques
3.9. Total Quality Management and Advanced Project Management	3.10. Lean Tools for Project Management		

Module 4. People and Resource Management

4.1. Organizational Culture	4.2. Organization Management	4.3. Talent Management and Commitment	4.4. Motivation
4.5. People Management and the Project Manager	4.6. Corporate Responsibility	4.7. Professional Ethics	4.8. Executive Skills and Management Techniques of the Project Manager
4.9. Negotiation	4.10. Project Resource Management		

Module 5. Innovative Organizations and Projects

5.1. Organizational Change Management	5.2. Communication in Organizations	5.3. Creative Thinking: Innovation	5.4. Process Engineering and Product Engineering
5.5. Strategic Innovation Intelligence	5.6. Entrepreneurship and Innovation	5.7. Launch and Industrialization of New Products	5.8. R+D+I Management Systems
5.9. Direction and Management of R+D+I Projects	5.10. Project Management for Start-ups		

Module 6. Agile Methodologies

6.1. Introduction to Agile Methodologies	6.2. Iterative, Adaptive, Predictive and Hybrid Lifecycles	6.3. Introduction to Scrum	6.4. Agile Team Management
6.5. Scrum Events	6.6. Artifacts in Scrum	6.7. Agile Estimating and Planning	6.8. Metrics
6.9. Collaborative Tools	6.10. Organizational Agility		

Module 7. PMO

7.1. Introduction to the Project Management Office	7.2. Functions of the Project Management Office	7.3. Creating the Conditions for Change Leading Organizational Change	7.4. PMO Vision and Strategy
7.5. PMO Model Design	7.6. PMO Resource Plan	7.7. PMO Implementation	7.8. PMO Operation and Tools
7.9. Project Management Culture and Knowledge Management in the Organization	7.10. Agile PMO		

Module 8. Project Risk Management

8.1. Introduction to Risk Management	8.2. Project Risk Management Planning	8.3. Risk Identification	8.4. Qualitative Risk Analysis
8.5. Risk Prioritization	8.6. Quantitative Risk Analysis	8.7. Scenario Analysis and Risk Response Plans	8.8. Implementation of Risk Response
8.9. Risk Monitoring and Control	8.10. Lessons Learned and Knowledge Management		

Module 9. Introduction to Project Finance

9.1. Introduction to Corporate Finance	9.2. Financial Statements and Cash Flows	9.3. Time Value of Money and Discounted Cash Flows	9.4. Fixed Income Valuation
9.5. Equity Valuation	9.6. Financial Investment Criteria: Capital Budgeting	9.7. Project Analysis	9.8. Risk and Return: The Cost of Capital
9.9. Liability Structure	9.10. Treasury and International Finance		

Module 10. Introduction to Technology Project Design and Management and Management of Technology Project Integration
10.1. Introduction to Technology Project Management

- 10.1.1. The Role of the Project Manager
- 10.1.2. Project Definition
- 10.1.3. Organisational Structure

10.2. Project Management, Program Management, and Portfolio Management

- 10.2.1. Portfolios, Programs and Projects
- 10.2.2. Strategic Management

10.3. Standards and Best Practices for the Management of Technological Projects

- 10.3.1. Prince2
- 10.3.2. PMP
- 10.3.3. ISO 21500: 2012

10.4. Organizational Influences on the Design and Management of Technology Projects

- 10.4.1. Environmental Factors of a Company
- 10.4.2. Assets of an Organization's Processes

10.5. Technology Project Management Processes

- 10.5.1. Life Cycle of Technological Projects
- 10.5.2. Process Groups
- 10.5.3. Dynamics of Process Groups

10.6. Development of the Act of Incorporation of Technological Projects

- 10.6.1. Definition of the Act of Incorporation of Technological Projects
- 10.6.2. Tools and Techniques

10.7. Development of the Plan for the Design and Management of Technological Projects

- 10.7.1. Definition of the Plan for the Design and Management of Technological Projects
- 10.7.2. Tools and Techniques

10.8. Knowledge Management of Technological Projects

- 10.8.1. Importance of Knowledge Management in Technology Projects
- 10.8.2. Tools and Techniques

10.9. Monitoring the Technology Projects Work

- 10.9.1. Work Monitoring and Control
- 10.9.2. Follow-up Reports on Technological Projects
- 10.9.3. Tools and Techniques

10.10. Integrated Control of Changes in Technological Projects

- 10.10.1. Objectives and Benefits of Change Control on Projects
- 10.10.2. The CCB (Exchange Control Board)
- 10.10.3. Tools and Techniques

10.11. Delivery and Closing of Technology Projects

- 10.11.1. Objectives and Benefits of Project Closure
- 10.11.2. Tools and Techniques

Module 11. Project Scope Management Technological
11.1. Introduction to Scope Management

- 11.1.1. Project Scope
- 11.1.2. Product Scope

11.2. Fundamentals of Scope Management

- 11.2.1. Basic Concepts
- 11.2.2. Scope Baseline

11.3. Benefits of Scope Management

- 11.3.1. Stakeholder Expectation Management
- 11.3.2. Scope Creep y Gold Plating

11.4. Considerations for Adaptive Environments

- 11.4.1. Types of Adaptive Projects
- 11.4.2. Scope Definition in Adaptive Projects

11.5. Scope Management Planning

- 11.5.1. Scope Management Plan
- 11.5.2. Requirements Management Plan
- 11.5.3. Tools and Techniques

11.6. Gather Requirements

- 11.6.1. Requirements Gathering and Negotiation
- 11.6.2. Tools and Techniques

11.7. Definition of Scope

- 11.7.1. Project Scope Statement
- 11.7.2. Tools and Techniques

11.8. Creation of the Work Breakdown Structure (WBS)

- 11.8.1. Work Breakdown Structure (WBS)
- 11.8.2. Types of EDT
- 11.8.3. Rolling Wave
- 11.8.4. Tools and Techniques

11.9. Scope Validation

- 11.9.1. Quality vs. Validation
- 11.9.2. Tools and Techniques

11.10. Scope Control

- 11.10.1. Data and Management Information in Projects
- 11.10.2. Types of Performance Reports Assignments
- 11.10.3. Tools and Techniques

Module 12. Time Management of Technology Projects

12.1. Estimated Duration of Project Tasks

- 12.1.1. Three-value Estimation
 - 12.1.1.1. Most Likely (tM)
 - 12.1.1.2. Optimistic (tO)
 - 12.1.1.3. Pessimistic (tP)
- 12.1.2. Analogous Estimate
- 12.1.3. Parametric Estimation
- 12.1.4. Bottom-up Estimates
- 12.1.5. Decision-Making
- 12.1.6. Expert Judgment

12.2. Definition of Activities and Breakdown of Project Work

- 12.2.1. Decomposition
- 12.2.2. Define Activities
- 12.2.3. Breakdown of Project Work
- 12.2.4. Activity Attributes
- 12.2.5. List of Milestones

12.3. Sequencing of Activities

- 12.3.1. List of Activities
- 12.3.2. Attributes of the Activities
- 12.3.3. Method of Diagramming Provenance
- 12.3.4. Determination and Integration of the Units
- 12.3.5. Advances and Delays
- 12.3.6. Network Diagram of the Project Timeline

12.4. Estimation of Activity Resources

- 12.4.1. Register of Assumptions
- 12.4.2. List of Activities
- 12.4.3. Attributes of the Activities
- 12.4.4. Register of Assumptions
- 12.4.5. Lessons Learned Register
- 12.4.6. Project Team Assignments
- 12.4.7. Resource Breakdown Structure

12.5. Estimated Duration of Activities

- 12.5.1. Law of Diminishing Returns
- 12.5.2. Number of Resources
- 12.5.3. Technological Advances
- 12.5.4. Staff Motivation
- 12.5.5. Project Documentation

12.6. Schedule Development

- 12.6.1. Schedule Network Analysis
- 12.6.2. Critical Path Method
- 12.6.3. Resource Optimization
 - 12.6.3.1. Resource Leveling
 - 12.6.3.2. Stabilization of Resources
- 12.6.4. Advances and Delays
- 12.6.5. Schedule Compression
 - 12.6.5.1. Intensification
 - 12.6.5.2. Fast Execution
- 12.6.6. Baseline Schedule
- 12.6.7. Project Timeline
- 12.6.8. Schedule Data
- 12.6.9. Project Schedules

12.7. Types of Relationships and Types of Dependencies between all Project Activities

- 12.7.1. Mandatory Dependencies
- 12.7.2. Discretionary Units
 - 12.7.2.1. Preferred Logic
 - 12.7.2.2. Preferential Logic
 - 12.7.2.3. Soft Logic
- 12.7.3. External Units
- 12.7.4. Internal Units

12.8. Time Management Software for Technology Projects

- 12.8.1. Analysis of Different Software
- 12.8.2. Types of Software
- 12.8.3. Functionalities and Coverage
- 12.8.4. Utilities and Advantages

12.9. Schedule Control

- 12.9.1. Job Performance Information
- 12.9.2. Schedule Forecasts
- 12.9.3. Change Requests
- 12.9.4. Update to the Time Management Plan
- 12.9.5. Project Document Updates

12.10. Recalculation of Times

- 12.10.1. Critical Path
- 12.10.2. Calculation of Minimum and Maximum Times
- 12.10.3. Project Clearances
 - 12.10.3.1. What Is It?
 - 12.10.3.2. How to Use it?
- 12.10.4. Total Slack
- 12.10.5. Free Clearance

Module 13. Cost Management of Technology Projects**13.1. What is the Cost Management Plan?**

- 13.1.1. Planning Tools and Techniques
- 13.1.2. Cost Planning Results

13.2. Estimate Costs. Types of Estimates. Reserve Analysis

- 13.2.1. Useful Information for Cost Estimation
- 13.2.2. Tools and Techniques for Cost Estimation
- 13.2.3. Results of Cost Budget Preparation

13.3. Types of Project Costs

- 13.3.1. Direct and Indirect Costs
- 13.3.2. Fixed and Variable Costs

13.4. Project Evaluation and Selection

- 13.4.1. Financial Dimensions of a Project
- 13.4.2. VAN
- 13.4.3. IRR and NRR
- 13.4.4. Recovery Period or Payback

13.5. Determine the Budget

- 13.5.1. Useful Information for the Preparation of the Project Budget
- 13.5.2. Tools and Techniques for the Preparation of Cost Estimates
- 13.5.3. Results of Project Budget Preparation

13.6. Cost Projections

- 13.6.1. Cost Management Data and Information
- 13.6.2. Types of Cost Performance Reports

13.7. Earned Value Technique (EVM)

- 13.7.1. Base Variables and Status Variables
- 13.7.2. Forecasts
- 13.7.3. Emerging Techniques and Practices

13.8. Project Cash Flow

- 13.8.1. Types of Cash Flows
- 13.8.2. Estimating Net Cash Flows Associated with a Project
- 13.8.3. Discounted Cash Flows
- 13.8.4. Application of Risk to Cash Flows

13.9. Cost Control

- 13.9.1. Cost Control Objectives and Benefits
- 13.9.2. Tools and Techniques

Module 14. Quality Management for Technological Projects

14.1. Importance of Quality Management in Projects

- 14.1.1. Key Concepts
- 14.1.2. Difference between Quality and Grade
- 14.1.3. Precision
- 14.1.4. Accuracy
- 14.1.5. Metrics

14.2. Quality Theorists

- 14.2.1. Edwards Deming
 - 14.2.1.1. Shewart - Deming Cycle(Plan Do-Check-Act)
- 14.2.2. Continuing Improvement
- 14.2.3. Joseph Juran. Pareto Principle
Fitness-for-purpose" Theory
- 14.2.4. Theory "Total Quality Management"
- 14.2.5. Kaoru Ishikawa (Herringbone)
- 14.2.6. Philip Crosby (Cost of Low Quality)

14.3. Regulations: ISO Business School 21500

- 14.3.1. Introduction
- 14.3.2. Background and History
- 14.3.3. Objectives and Characteristics
- 14.3.4. Process Group - Subject Group
- 14.3.5. ISO 21500 vs. PMBOK
- 14.3.6. Future of the Standard

14.4. Emerging Trends and Practices in Quality Management

- 14.4.1. Policy Compliance and Auditing
- 14.4.2. Standards and Compliance
- 14.4.3. Continuous Improvement
- 14.4.4. Stakeholder Involvement
- 14.4.5. Recurring Retrospectives
- 14.4.6. Subsequent Retrospectives

14.5. Quality Management Planning

- 14.5.1. Cost-Benefit Analysis
- 14.5.2. Multi-criteria Decision Analysis
- 14.5.3. Test Planning and Inspection
- 14.5.4. Flow Diagrams
- 14.5.5. Logical Data Model
- 14.5.6. Matrix Diagram
- 14.5.7. Interrelationship Digraphs

14.6. Quality Compliance and Non-Compliance Costs

- 14.6.1. Compliance Costs
- 14.6.2. Non-compliance or Non-Compliance Costs
- 14.6.3. Prevention Costs
- 14.6.4. Valuation Costs
- 14.6.5. Internal Failures
- 14.6.6. External Failures
- 14.6.7. Marginal Cost of Quality
- 14.6.8. Optimum Quality

14.7. Quality Management

- 14.7.1. Check lists
- 14.7.2. Analysis of Alternatives
- 14.7.3. Document Analysis
- 14.7.4. Process Analysis
- 14.7.5. Root Cause Analysis
- 14.7.6. Cause-and-effect Diagrams
- 14.7.7. Histograms
- 14.7.8. Scatter Plots
- 14.7.9. Design for X
- 14.7.10. Quality Improvement Methods

14.8. Quality Audits

- 14.8.1. What is an Internal Quality Audit?
- 14.8.2. Different Types of Audits
- 14.8.3. Objectives of an Internal Audit
- 14.8.4. Benefits of Internal Audits
- 14.8.5. Actors Involved in Internal Auditing
- 14.8.6. Internal Audit Procedure

14.9. Quality Control

- 14.9.1. Verification Sheets
- 14.9.2. Statistical Sampling
- 14.9.3. Questionnaires and Surveys
- 14.9.4. Performance Reviews
- 14.9.5. Inspection
- 14.9.6. Product Testing/Evaluation
- 14.9.7. Retrospectives and Lessons Learned

Module 15. Management of Technology Project Resources
15.1. Responsibilities and Role of Project Human Resources:

- 15.1.1. Project Manager
- 15.1.2. Sponsor
- 15.1.3. Functional Director
- 15.1.4. Program Director
- 15.1.5. Portfolio Manager
- 15.1.6. Team Members

15.2. Management of Technological Resources

- 15.2.1. What are Technology Resources?
- 15.2.2. Optimization
- 15.2.3. Valuation
- 15.2.4. Protection

15.3. Human Resource Management Planning and Estimating Activity Resources

- 15.3.1. Resource Management Plan
 - 15.3.1.1. Data Representation
 - 15.3.1.2. Organizational Theory
- 15.3.2. Resource Requirements
- 15.3.3. Basis of Estimates
- 15.3.4. Resource Breakdown Structure
- 15.3.5. Resource Document Updates

15.4. Different Powers of the Project Manager

- 15.4.1. Power and Influence
- 15.4.2. Reward Power
- 15.4.3. Power of Punishment
- 15.4.4. Expert Power
- 15.4.5. Reference Power
- 15.4.6. Formal Power
- 15.4.7. Practical Exercises on How to Use the Different Powers of the Project Manager

15.5. Acquisition of the Appropriate Project Equipment for our Project

- 15.5.1. What is Equipment Acquisition?
- 15.5.2. Means of Equipment Acquisition
 - 15.5.2.1. Contracting
 - 15.5.2.2. Outsourcing
- 15.5.3. Decision-Making
 - 15.5.3.1. Availability
 - 15.5.3.2. Cost
 - 15.5.3.3. Experience

- 15.5.3.4. Skills
- 15.5.3.5. Knowledge
- 15.5.3.6. Capacity
- 15.5.3.7. Attitudes
- 15.5.3.8. International Factors
- 15.5.4. Pre-assignment
- 15.5.5. Virtual Teams

15.6. Development of Interpersonal Skills (soft skills)

- 15.6.1. Leadership
- 15.6.2. Motivation
- 15.6.3. Communication
- 15.6.4. Influence
- 15.6.5. Group Facilitation
- 15.6.6. Creativity
- 15.6.7. Emotional Intelligence
- 15.6.8. Decision-Making

15.7. Project Team Development

- 15.7.1. Recognition and Rewards
 - 15.7.1.1. Preconditions to be Met in Order to Apply it
 - 15.7.1.2. Create a Recognition and Reward System
- 15.7.2. Training
- 15.7.3. Co-location (Tight Matrix)
- 15.7.4. Communication Technology
- 15.7.5. Team Building (Team Building) Activities

15.8. Project Management. Performance Appraisals, Project Team Management

- 15.8.1. Plan
- 15.8.2. Types of Assessments
 - 15.8.2.1. Personal Evaluations 360° Evaluations
 - 15.8.2.2. Equipment Evaluation
- 15.8.3. Definition of Variables
- 15.8.4. Design of the Performance Appraisal System
- 15.8.5. Implementation and Training of Evaluators

15.9. Conflict Management and Resolution Techniques

- 15.9.1. What are Project Conflicts? Types
- 15.9.2. Cooperate and Resolve Problems
- 15.9.3. Compromise /Consent
- 15.9.4. Move away/avoid
- 15.9.5. Smooth/Accommodate
- 15.9.6. Force/Direct
- 15.9.7. Practical Exercises to Know When to Use Each Conflict Resolution Technique

15.10. Emerging Trends and Practices in Resource Management for Technology Projects

- 15.10.1. Resource Management Methods
- 15.10.2. Emotional Intelligence (EI)
- 15.10.3. Self-organized Teams
- 15.10.4. Virtual Teams/Distributed Teams
- 15.10.5. Considerations for Adaptation
- 15.10.6. Considerations for Agile/ Adaptive Environments

Module 16. Quality Management for Technological Projects

16.1. Communications Management Planning

- 16.1.1. Why is a Communications Management Plan important?
- 16.1.2. Introduction to Communications Management
- 16.1.3. Communications Analysis and Requirements
- 16.1.4. Dimensions of Communications
- 16.1.5. Techniques and Tools

16.2. Communication Skills

- 16.2.1. Conscious Emission
- 16.2.2. Active Listening
- 16.2.3. Empathy
- 16.2.4. Avoid Bad Gestures
- 16.2.5. Reading and Writing
- 16.2.6. Respect
- 16.2.7. Persuasion
- 16.2.8. Credibility

16.3. Effective, Efficient and Types of Communication

- 16.3.1. Definition
- 16.3.2. Effective Communication
- 16.3.3. Efficient Communication
- 16.3.4. Formal Communication
- 16.3.5. Informal Communication
- 16.3.6. Written Communication
- 16.3.7. Verbal Communication
- 16.3.8. Practical Exercises on the Use of Communication Types on a Project

16.4. Communications Management and Control

- 16.4.1. Project Communications Management
- 16.4.2. Communication Models
- 16.4.3. Communication Methods
- 16.4.4. Project Communication Channels

16.5. Emerging Trends and Practices in the Communication Field

- 16.5.1. Evaluation of Communication Styles
- 16.5.2. Political Awareness
- 16.5.3. Cultural Awareness
- 16.5.4. Communications Technology

16.6. Stakeholder Identification and Analysis

- 16.6.1. Why is it Important to Manage Stakeholders?
- 16.6.2. Stakeholder Analysis and Registration
- 16.6.3. Stakeholder Interests and Concerns
- 16.6.4. Considerations for Agile and Adaptive Environments

16.7. Stakeholder Management Planning

- 16.7.1. Appropriate Management Strategies
- 16.7.2. Tools and Techniques

16.8. Stakeholder Engagement Management (Stakeholders) Management Strategy

- 16.8.1. Methods for Increasing Support and Minimizing Resistance
- 16.8.2. Tools and Techniques

16.9. Monitoring of Stakeholder Involvement (Stakeholders)

- 16.9.1. Stakeholder Performance Report
- 16.9.2. Tools and Techniques

Module 17. Technology Project Procurement Management

17.1. Introduction to Procurement Management

- 17.1.1. Definition of Contract
- 17.1.2. Legal Framework for Procurement

17.2. Basic Concepts

- 17.2.1. Definition of Contract
- 17.2.2. The Project Manager and the Contract
- 17.2.3. Main Activities
- 17.2.4. Centralized and Decentralized Contracting

17.3. Procurement Management: Benefits

- 17.3.1. Definition of the Procurement Strategy
- 17.3.2. Types of Strategies

17.4. Acquisitions in Adaptive Environments

17.5. Types of Contracts

- 17.5.1. Fixed Price Contracts
- 17.5.2. Reimbursable Cost Contracts
- 17.5.3. Time and Materials Contracts

17.6. Procurement Documentation

- 17.6.1. Types of Documents in the Framework of an Acquisition
- 17.6.2. Document Flows in Procurement Management

17.7. Negotiation with Suppliers

- 17.7.1. Supplier Negotiation Objectives
- 17.7.2. Negotiation Techniques with Suppliers

17.8. Procurement Management Planning

- 17.8.1. Procurement Management Plan
- 17.8.2. Tools and Techniques

17.9. Procurement

- 17.9.1. Search, Selection and Evaluation of Offers
- 17.9.2. Tools and Techniques
- 17.9.3. Bid Weighting Matrix

17.10. Procurement Monitoring and Control

- 17.10.1. Procurement Monitoring and Control Points by Contract Type
- 17.10.2. Tools and Techniques

Module 18. PMP® or CAPM® Certification and Code of Ethics. Emerging Trends and Practices in Technology Project Management and Leadership

18.1. What is PMP®, CAPM® and PMI®?

- 18.1.1. What is PMP®?
- 18.1.2. CAPM®
- 18.1.3. PMI®
- 18.1.4. PMBOK

18.2. Advantages and Benefits of Obtaining PMP® and CAPM® Certification

- 18.2.1. Techniques and Tricks for Passing the PMP® and CAPM® Certification Exam on the First Attempt
- 18.2.2. PMI-isms

18.3. Professional Experience Report to PMI® (Project Management Technology Institute)

- 18.3.1. Becoming a PMI® Member
- 18.3.2. Entry Requirements for the PMP® and CAPM® Certification Exams
- 18.3.3. Analysis of the Student's Professional Experience
- 18.3.4. Student Work Experience Report Help Template
- 18.3.5. PMI® Software Experience Report

18.4. PMP® or CAPM® Certification Examination

- 18.4.1. What is the PMP® or CAPM® Certification Examination like?
- 18.4.2. Number of Scoring and Non-Scoring Questions
- 18.4.3. Duration of the Examination
- 18.4.4. Passing Threshold
- 18.4.5. Number of Questions per Process Group
- 18.4.6. Qualification Methodology

18.5. Agile Methodologies

- 18.5.1. Agile
- 18.5.2. Scrum
- 18.5.3. Kanban
- 18.5.4. Lean
- 18.5.5. Comparison with PMI® Certifications

18.6. Software Development in Agile Methodologies

- 18.6.1. Analysis of the Different Software on the Market
- 18.6.2. Advantages and Benefits

18.7. Advantages and Limitations of Implementing Agile Methodologies in Your Technology Projects

- 18.7.1. Advantages
- 18.7.2. Limitations
- 18.7.3. Agile Methodologies vs. Traditional Tools

18.8. Code of Ethics in the Management of your Projects

- 18.8.1. Responsibility
- 18.8.2. Respect
- 18.8.3. Impartiality
- 18.8.4. Honesty

Module 19. International Projects**19.1. Projects and Organizational Context**

- 19.1.1. Project in the Organization
- 19.1.2. Project Elements
- 19.1.3. Importance of the Project in the Organization

19.2. Types of Projects by Service

- 19.2.1. Types of Projects
- 19.2.2. Project Analysis
- 19.2.3. Project Orientation

19.3. Main Processes in the Development of a Project

- 19.3.1. Start-up and Planning Process
- 19.3.2. Execution and Monitoring
- 19.3.3. Closing Process

19.4. Cost, Scope and Quality Constraints Analysis

- 19.4.1. Cost Constraint Analysis
- 19.4.2. Restriction Scope
- 19.4.3. Quality Restriction

19.5. Time, Resource and Risk Constraints

- 19.5.1. Time Constraint Analysis
- 19.5.2. Restriction Resources
- 19.5.3. Restriction Risks

19.6. Analysis of Contract Types

- 19.6.1. Contract at Unitary Price
- 19.6.2. "Lump Sum" Contract or Global Sum
- 19.6.3. Cost Plus Margin Contract

19.7. Project Management According to Typology

- 19.7.1. Project Management at Unit Price
- 19.7.2. Lump Sum/Global Project Management
- 19.7.3. Cost Plus Margin Project Management

19.8. Project, Program and Portfolio

- 19.8.1. Analysis of the Project in the Organization
- 19.8.2. Analysis of the Program in the Organization
- 19.8.3. Portfolio Analysis in the Organization

19.9. Interested in the Project

- 19.9.1. Project Stakeholder Pyramid
- 19.9.2. Stakeholder Analysis
- 19.9.3. Stakeholder Interaction

19.10. Analysis of the Organization's Process Assets

- 19.10.1. Asset Analysis in Startup and Planning
- 19.10.2. Analysis of Assets in Execution and Control
- 19.10.3. Analysis of Assets at Closing

Module 20. Turnkey Projects (EPC)

20.1. EPC Project

- 20.1.1. EPC Project Context
- 20.1.2. Project Components
- 20.1.3. Needs Analysis

20.2. EPC Project Stages

- 20.2.1. Identification of Stages in EPC Projects
- 20.2.2. Identification of Initial Needs in Stages
- 20.2.3. Timing of Each Stage

20.3. Management of the e-Engineering Stage

- 20.3.1. Analysis of Stage E
- 20.3.2. Timeline for Stage E
- 20.3.3. Resources Required for Stage E

20.4. Analysis of the e-Engineering Stage

- 20.4.1. Structure Necessary for the Development of Stage E
- 20.4.2. Restrictions
- 20.4.3. Difficulties and Risks

20.5. Management of the p-Procurement Stage

- 20.5.1. Analysis of Stage P
- 20.5.2. Schedule
- 20.5.3. Resources Required

20.6. Analysis of the p-Procurement Stage

- 20.6.1. Structure Required for the Development Stage P
- 20.6.2. Restrictions
- 20.6.3. Difficulties and Risks

20.7. Management of the c-Construction Stage

- 20.7.1. Analysis of Stage C
- 20.7.2. Schedule
- 20.7.3. Resources Required

20.8. Analysis of the c-Construction Stage

- 20.8.1. Structure Required for Stage C Development
- 20.8.2. Restrictions
- 20.8.3. Difficulties and Risks

20.9. EPC Projects: HR Department

- 20.9.1. Main Functions
- 20.9.2. Resources Required for this Department
- 20.9.3. Coordination and Communications with the Rest of the Project

20.10. EPC Projects: Contracts Department

- 20.10.1. Main Functions
- 20.10.2. Resources Required for this Department
- 20.10.3. Coordination and Communications with the Rest of the Project

Module 21. Stage Management and Control in Turnkey Projects (EPC)
21.1. Coordination of Stages in EPC Project

- 21.1.1. Stage Planning
- 21.1.2. Inter-team Communications
- 21.1.3. Incident Resolution Process Steps

21.2. Stage C: Main Structural Components - Quality

- 21.2.1. Component Q. Quality
- 21.2.2. Analysis of the Quality part of the Project
- 21.2.3. Structure and Importance

21.3. Stage C: Major Structural Components: Safety and Health

- 21.3.1. HSE Component. Health and Safety
- 21.3.2. Analysis of the Health and Safety Part of the Project
- 21.3.3. Structure and Importance

21.4. Stage C: Main Structural Components - Cost

- 21.4.1. Component C. Costs
- 21.4.2. Analysis of the Cost Control Part of the Project
- 21.4.3. Structure and Importance

21.5. Stage C: Major Structural Components: Time frame

- 21.5.1. Component P. Term
- 21.5.2. Analysis of the Deadline Control Part of the Project
- 21.5.3. Structure and Importance

21.6. International EPC Project Management

- 21.6.1. Project Manager Management
- 21.6.2. Director Characteristics
- 21.6.3. Coordination and Communication

21.7. Analysis of International EPC Projects

- 21.7.1. Global Analysis of the Project from the Management
- 21.7.2. Management Reporting Processes
- 21.7.3. Control of the Main KPIs of the Project

21.8. Deviations EPC Projects

- 21.8.1. Main Deviations in EPC Projects
- 21.8.2. Variance Analysis
- 21.8.3. Deviation Notification Procedure for Customer

21.9. Analysis and Monitoring of Economic Deviations of the Project with Respect to Contract

- 21.9.1. Production Control
- 21.9.2. Cost Control
- 21.9.3. Production Monitoring vs. Cost

21.10. Management of Non-Conformities in EPC Projects

- 21.10.1. Main Non-Conformities in EPC Projects
- 21.10.2. Management Procedures
- 21.10.3. Analysis and Mitigation

Module 22. Contract Management in Projects

22.1. Contract Management in Projects

- 22.1.1. Analysis of Contract Management in Projects
- 22.1.2. Necessity of Contract Management
- 22.1.3. Contract Management Objectives

22.2. Functions of the Contract Manager

- 22.2.1. Main Functions of the CM in the Project
- 22.2.2. Characteristics of the CM Position
- 22.2.3. Contract Management Indicators

22.3. Process in the Management of a Contract

- 22.3.1. Design of a Contract Management Plan
- 22.3.2. Stages of the Management Plan
- 22.3.3. Adversities in Contract Management

22.4. Success Factors in the Management of a Contract

- 22.4.1. Analysis of the Main Success Factors
- 22.4.2. Planning and Evolution of Contract Management
- 22.4.3. Performance Management and Relationships between the Parties

22.5. Main Stages of Contract Management

- 22.5.1. Planning and Execution
- 22.5.2. Control and Monitoring during Execution
- 22.5.3. Post-implementation Control and Monitoring

22.6. Factors to Take into Account in the Management of Construction Contracts

- 22.6.1. Establishment of Objectives and Strategies
- 22.6.2. Design and Construction Phase of Lump Sum Contracts
- 22.6.3. Relations with Contractors

22.7. Contract Manager Challenges

- 22.7.1. Successful Contract Management and Administration
- 22.7.2. Customer Communications Management
- 22.7.3. Contract Analysis and Fulfillment

22.8. Aspects to be Solved

- 22.8.1. Contract Negotiation and Approval
- 22.8.2. Control During Ejection
- 22.8.3. Control of Compliance with Contractual Obligations

22.9. Aspects to be Supervised

- 22.9.1. Contract Negotiation and Approval
- 22.9.2. Control During Ejection
- 22.9.3. Control of Compliance with Contractual Obligations

22.10. Management of Project Factors by the Contract Manager

- 22.10.1. Scope Management
- 22.10.2. Cost Management
- 22.10.3. Risk and Change Management

Module 23. Project Management in Contract Management**23.1. Contract Management and Budget**

- 23.1.1. Objectives of Budget Management by the Contract Manager
- 23.1.2. Main Types of Budgets
- 23.1.3. Budget According to Cost Structure

23.2. Contract Management and Construction Control

- 23.2.1. Objectives of Site Control Management
- 23.2.2. Hiring of an Inspection Body
- 23.2.3. Verification and Monitoring of the Work

23.3. Contract Management and Health and Safety control on Site

- 23.3.1. Objectives of Health and Safety Control Management at the Construction Site
- 23.3.2. Aspects to be Considered for Health and Safety Control
- 23.3.3. On-site Verification and Follow-up

23.4. Contract Management and Subcontracting

- 23.4.1. Importance of the Contract Manager's Intervention in the Management of Subcontracting Contracts
- 23.4.2. Types of Subcontracting Contracts
- 23.4.3. Analysis of Contracts with Subcontractors

23.5. Subcontracting process to be followed by the Contract Manager

- 23.5.1. Bidding and Comparison
- 23.5.2. Pre-selection and Pre-recruitment
- 23.5.3. Subcontract Award

23.6. Monitoring of Changes in Subcontractor Contracts

- 23.6.1. Importance of Change Tracking
- 23.6.2. Control of Changes in Time and Cost
- 23.6.3. Need for Timely Notifications

23.7. Contract Management and Outsourcing Contract

- 23.7.1. Basics of the Outsourcing Services Contract
- 23.7.2. Contract Management in this Type of Contracts
- 23.7.3. Points to Consider

23.8. Contract Management and Contractual Disputes

- 23.8.1. Contract Manager intervention in Disputes
- 23.8.2. Technical and Legal Difficulty in International Arbitration Cases
- 23.8.3. Importance of Contract Management for Future Disputes

23.9. Classification of Disputes and Arbitrations

- 23.9.1. Types of Disputes and Arbitration
- 23.9.2. Preparation of Dispute Documentation
- 23.9.3. Importance of Traceability for Future Disputes

23.10. Contract Manager and Client

- 23.10.1. Contract Manager Communications with the Customer
- 23.10.2. Follow-up of the Contract with the Customer
- 23.10.3. Importance of Communications Traceability Control

Module 24. Project Management in Projects: Communications and Quality Management

24.1. Communications Control

- 24.1.1. Communications in Project
- 24.1.2. Dimensions of Project Communication
- 24.1.3. Communication Skills

24.2. Communications in Project

- 24.2.1. Communications at Meetings
- 24.2.2. Project Communication Channels
- 24.2.3. Formal Forms of Communication

24.3. Communications Management

- 24.3.1. Communications Management Planning
- 24.3.2. Project Communications Management
- 24.3.3. Control

24.4. Project Quality Control

- 24.4.1. Project Quality
- 24.4.2. Cost of Project Quality
- 24.4.3. Importance of Quality

24.5. Project Quality Management

- 24.5.1. Quality Management Planning
- 24.5.2. Quality Management
- 24.5.3. Control

24.6. Quality: Project Non-conformities

- 24.6.1. The Importance of NCs
- 24.6.2. Customer Nonconformities
- 24.6.3. Contractor Nonconformities

24.7. Project Stakeholder Management

- 24.7.1. Stakeholder Expectation Management
- 24.7.2. Interpersonal and Team Skills
- 24.7.3. Conflict Management

24.8. Project Stakeholder Analysis

- 24.8.1. Identification of Interested Parties
- 24.8.2. Engagement Planning
- 24.8.3. Engagement Management and Monitoring

24.9. Project Integration Management

- 24.9.1. Development of the Project Charter
- 24.9.2. Development of the Project Management Plan
- 24.9.3. Direction and Management of Project Work

24.10. Project Integration Control

- 24.10.1. Project Knowledge Management
- 24.10.2. Work Control
- 24.10.3. Integrated Change Control and Project Closure

Module 25. Project Management in Projects: Purchasing and Resources Management

<p>25.1. Purchasing Control 25.1.1. Purchases in Project 25.1.2. The Buyer 25.1.3. The Supplier</p>	<p>25.2. Project Buying Cycle 25.2.1. Analysis of the Buying Cycle 25.2.2. Description of Stages 25.2.3. Stage Study</p>	<p>25.3. Purchase Contract 25.3.1. Elements of the Contract 25.3.2. Contract Terminology in Contract 25.3.3. Control of Claims and Litigation</p>	<p>25.4. Project Purchasing Management 25.4.1. Types of Suppliers 25.4.2. Procurement Category 25.4.3. Types of Contracts</p>
<p>25.5. Project Purchasing Analysis 25.5.1. Purchasing Management Planning 25.5.2. Execution of Purchases 25.5.3. Purchasing Control</p>	<p>25.6. Resource Control 25.6.1. Project Resources 25.6.2. Conflict Management Ability 25.6.3. Conflict Levels and Resolution</p>	<p>25.7. Management of Resources by Objectives 25.7.1. Management by Objectives (MBO) 25.7.2. Different Roles in Projects 25.7.3. Types of Leadership</p>	<p>25.8. Project Resource Management 25.8.1. Resource Management Planning 25.8.2. Estimation of Activity Resources 25.8.3. Obtaining the Necessary Resources</p>
<p>25.9. Analysis of Project Resources 25.9.1. Resource Team Development 25.9.2. Team Management 25.9.3. Equipment Control</p>	<p>25.10. Analysis of the Resource Interview Process from the PM 25.10.1. Interview Process 25.10.2. Analysis by the Project Manager 25.10.3. Factors to be Taken into Account for a Result Successful</p>		

“ *The most complete and up-to-date syllabus on the current academic scene* **”**

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

This Advanced Master's Degree in Global Project Management is aimed at business professionals who wish to broaden their training in the field of project management. People who understand the importance of quality studies to continue their career successfully, and who wish to keep up to date on the main developments in the sector. Undoubtedly, professionals committed to their company and their work.





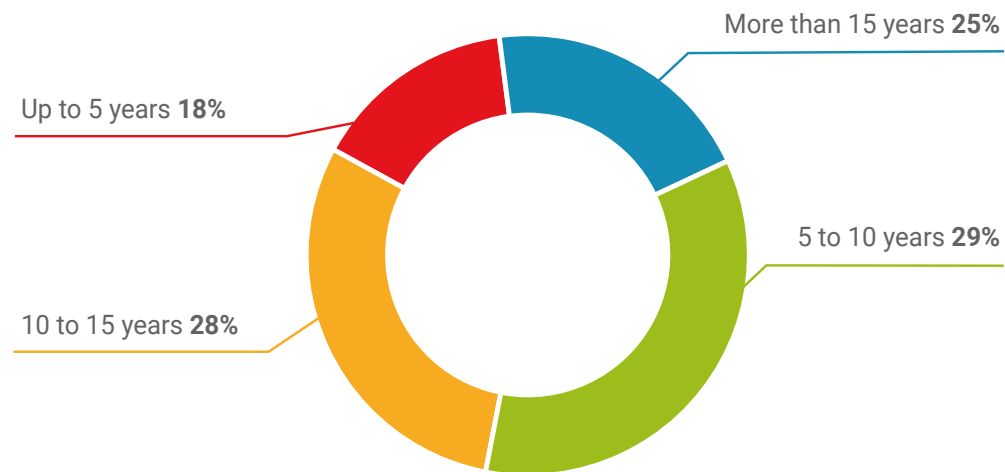
“

A first-class program aimed at professionals seeking academic and professional excellence”

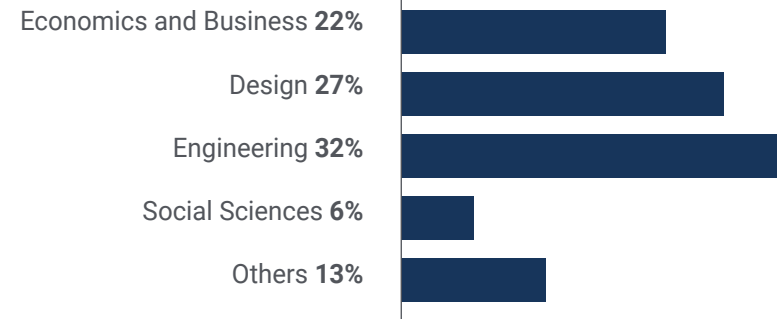
Average Age

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

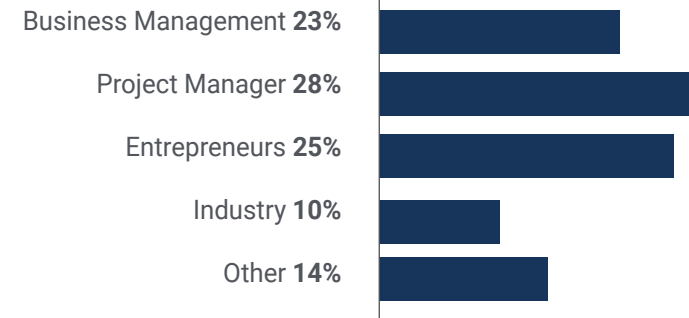
Years of Experience



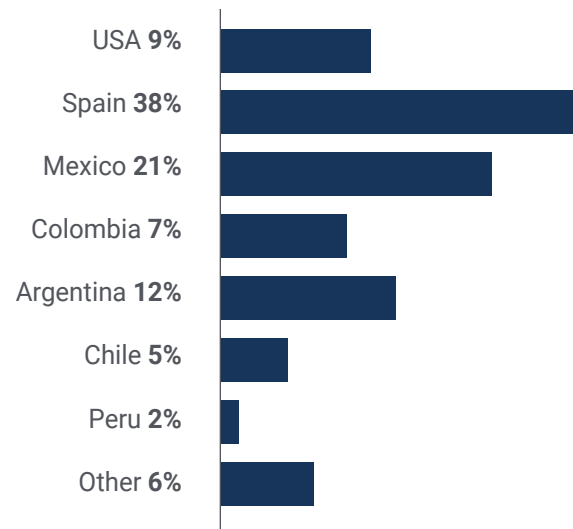
Training



Academic Profile



Geographical Distribution



Antonio de la Torre

Project manager

"Thanks to this TECH Advanced Master's Degree, I have had the opportunity to further specialize in project management, an area I have been working in for years. This program has so much new information that has given me a great deal of knowledge and, above all, a new way of doing some things and being much more efficient in my daily work. Without a doubt, I would repeat this program in a heartbeat"

09

Course Management

This Advanced Master's Degree in Global Project Management of TECH Technological University has been created by a first-class teaching staff, composed of active professionals who have found in teaching the way to offer all their knowledge to professionals who want to open a niche in the project management sector. The teachers understand perfectly the importance of study in all stages of work and form a high-quality team.



“

*The best teachers are at the best university.
Don't miss the opportunity to train with them”*

Management



Mr. Ruiz Cid, Martin Joaquín

- ♦ Technical Director EPC Project Group - EPC Project Manager Leader at Soltec Energías Renovables
- ♦ Industrial Technical Engineer specializing in Mechanics/Structures from the Polytechnic University of Cartagena
- ♦ Industrial Engineer in Electricity from the Polytechnic University of Cartagena
- ♦ Official Master's Degree in Power Electronics and Adaptive Control
- ♦ MBA in Strategic Management of the Company by UNED
- ♦ Official Master's Degree in Renewable Energies and Environment
- ♦ Project Manager Professional Course
- ♦ Turnkey EPC Project Management Course
- ♦ Industrial Instrumentation Course

Professors

Mr. Rodríguez García, César

- ◆ Global Contract Manager at Soltec Energías Renovables
- ◆ Project Manager in Himoinsa
- ◆ More than 15 years of experience in the energy, Oil&Gas and renewable energy sectors as project manager and contract manager
- ◆ Technical Industrial Engineering from the Polytechnic University of Cartagena
- ◆ Postgraduate Degree in Project Management from the University of Murcia
- ◆ Master's Degree in Project Management by Euroinnova Business School

Mr. Rodríguez Toledano, Enrique

- ◆ Regional Director for Levante at Nervion
- ◆ More than 25 years in Project Management and large business accounts
- ◆ Specialized in the Construction of Power Plants and Oil&Gas Sector
- ◆ Technical Computer Engineer - UNED
- ◆ Master's Degree in Project Management

Mr. Pampliega, Carlos

- ◆ Architect specializing in Project and Risk Management
- ◆ Certified Project Management Professional (PMP)
- ◆ Professional Scrum Master certified by Scrum.org
- ◆ Active Member of PMI-Madrid Spain Chapter. Since 2013
- ◆ Director of PMI Castilla y León Branch, the delegation in Castilla y León. 2013
- ◆ He regularly participates as a speaker in presentations and courses, as well as in congresses organized by PMI
- ◆ Consultant and Trainer in Project Management at different universities and business schools
- ◆ Member of the Editorial Board of the Scientific Journal Building & Management
- ◆ PMO Global Alliance Awards PMO Judges Committee Member

Dr. Roji Ferrari, Salvador

- ◆ Vice-Dean of International Relations, Faculty of Economics and Business Studies, Complutense University of Madrid
- ◆ Doctorate in Accounting and Finance. Complutense University of Madrid. 1997
- ◆ Degree in Journalism, Complutense University of Madrid, 1971-1977
- ◆ Master's Degree in Sciences of Finance. University of Maryland & Baltimore 1990
- ◆ Master's Degree in Business Administration (MBA). University of Maryland & Baltimore, 1989
- ◆ Professor of the Faculty of Economics and Business Administration, Department of Financial Administration and Accounting. Since 1994
- ◆ He has published 6 books on finance and business economics, as well as a multitude of articles and chapters on both divulgation and research

09

Impact on Your Career

The completion of TECH's Advanced Master's Degree in Global Project Management is a unique opportunity to achieve the professional change that students desire. In this way, students will find in this program the best project management training in the current academic panorama, which will be fundamental for their professional development and will give the desired boost to their career. The perfect opportunity to specialize in a fundamental area of business.



“

A program that offers you the most up-to-date academic resources on the market to give you the impetus you need to give your career a shot in the"

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

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

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

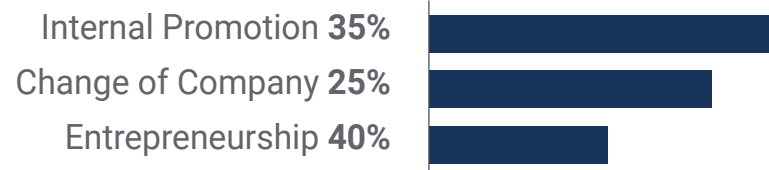
A program of great academic value that will provide you with the necessary resources to improve in your profession.

Get the job improvement you want by improving your training with this TECH program.

When the change occurs



Type of change



Salary increase

This program represents a salary increase of more than **25%** for our students.



10

Benefits for Your Company

The completion of this Advanced Master's Degree in Global Project Management TECH will improve the training of students, but also in the companies in which they develop professionally, since, thanks to this program, they can learn the latest techniques and strategies in this field, which can be applied later in their work. Undoubtedly, this is a unique study opportunity that should not be missed.





“

Study at TECH and bring a new working method to your company which is, more dynamic, more effective, and more adapted to the needs of the 21st century"

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

01

Intellectual Capital and Talent Growth

The project manager will bring to the company new concepts, strategies and perspectives that can bring about relevant changes in the organization.

02

Retaining high-potential executives to avoid talent drain

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

03

Building agents of change

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

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

06

Increased competitiveness

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

11

Certificate

The Advanced Master's Degree in Global Project Management guarantees, in addition to the most rigorous and update training, access to a Advanced Master's Degree issued by TECH Technological University.



“

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

This **Advanced Master's Degree in Global Project Management** contains the most complete and updated program on the market.

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

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

Title: **Advanced Master's Degree in Global Project Management**

Official N° of hours: **3,000 h.**



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

future
health confidence people
education information tutors
guarantee accreditation teaching
institutions technology learning
community commitment
personalized service innovation
knowledge present
development languages
virtual classroom



Advanced Master's Degree

Global Project
Management

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

Advanced Master's Degree Global Project Management

