Advanced Master's Degree

Senior Management of Business Projects

AMDSMBP

tech technological university

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Advanced Master's Degree
Senior Management of Business Projects

Course Modality: **Online**
Duration: **2 years**
Accreditation: **TECH Technological University**
Official Nº of hours: **3,000 h.**
Website: **www.techtitute.com/in/school-of-business/advanced-master-degree/advanced-master-degree-senior-management-business-projects**

Index

01

Welcome

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

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

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

02

Why Study at TECH?

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

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

At TECH Technological University

Innovation

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

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

The Highest Standards

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

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

Networking

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

100,000+
executives trained each year

200+
different nationalities

Empowerment

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

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

Talent

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

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

Multicultural Context

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

TECH students represent more than 200 different nationalities.

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"

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

Analysis

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

Academic Excellence

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 ground-breaking 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 senior business management.

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

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

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

01

A significant career boost

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

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

02

Develop a strategic and global vision of companies

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

Our global vision of companies will improve your strategic vision.

03

Consolidate the student's senior management skills

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

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

04

Take on new responsibilities

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

45% of graduates are promoted internally.

05

Access to a powerful network of contacts

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

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

06

Thoroughly develop business projects

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

20% of our students develop their own business idea.

07

Improve soft skills and management skills

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

Improve your communication and leadership skills and enhance your career.

08

Be part of an exclusive community

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

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

04

Objectives

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

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

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

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

01 Develop expertise in project, program and portfolio management

02 Determine how project management fits within organizations

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

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

05 Analyze the applicable process framework within each phase

06 Analyze the set of essential techniques for a professional Project Manager

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

08 Analyze the main globally standardized process frameworks for managing predictive projects

09 Examine the main differential elements between the main process frameworks

10 Determine the role of the business analyst in predictive projects

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

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

13 Categorize the tools applicable to project management

14 Expand in a practical way the use of representative tools

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

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

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

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

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

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

21 Develop specialized knowledge on quality and its importance in organizations

22 Analyze Benchmarking for the benefit of the total quality of organizations

23 Develop the keys for the implementation of a quality management system

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

25 Apply REDER methodology

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

27 Determine the environmental responsibilities and legal framework applicable to organizations

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

29 Effectively review environmental indicators by adding value to environmental evaluations

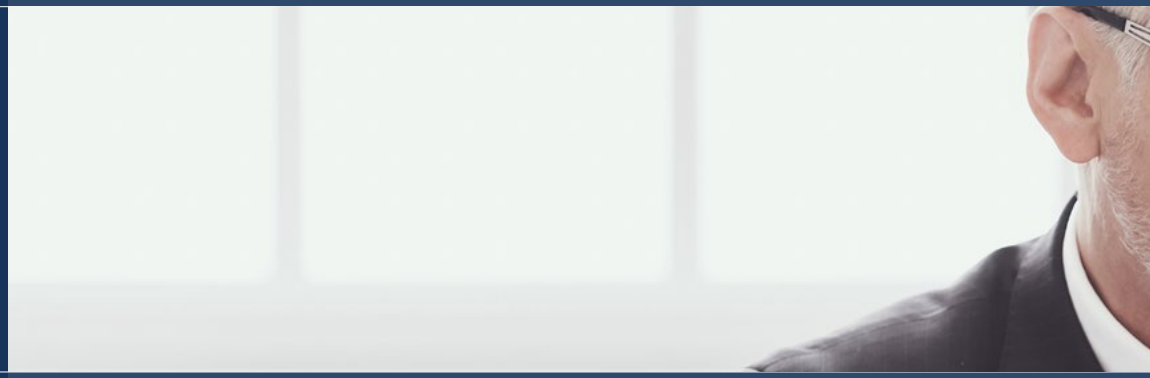
30 Focus the environmental management system with the objective of minimizing environmental impacts and prioritizing continuous improvement

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

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

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

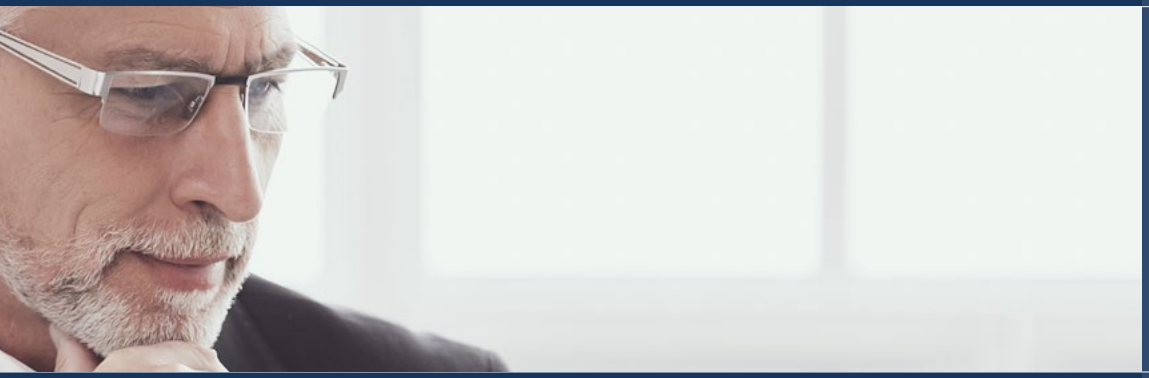
34 Focus the occupational risk prevention management system on the main objective of minimizing occupational accidents and, in addition, prioritizing continuous improvement



35 Integrate corporate social responsibility into the strategic line of the organization

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

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



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

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

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

05

Skills

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

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

01 Project management in a large organization environment

02 Working as line managers in operational or support departments

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

04 Manage projects in a multinational environment

05 Manage team members and project stakeholders

06 Act as a true manager/catalyst for change in organizations

07 Act in the environment of a large company or organization

08 Represent the company and the project to customers and suppliers

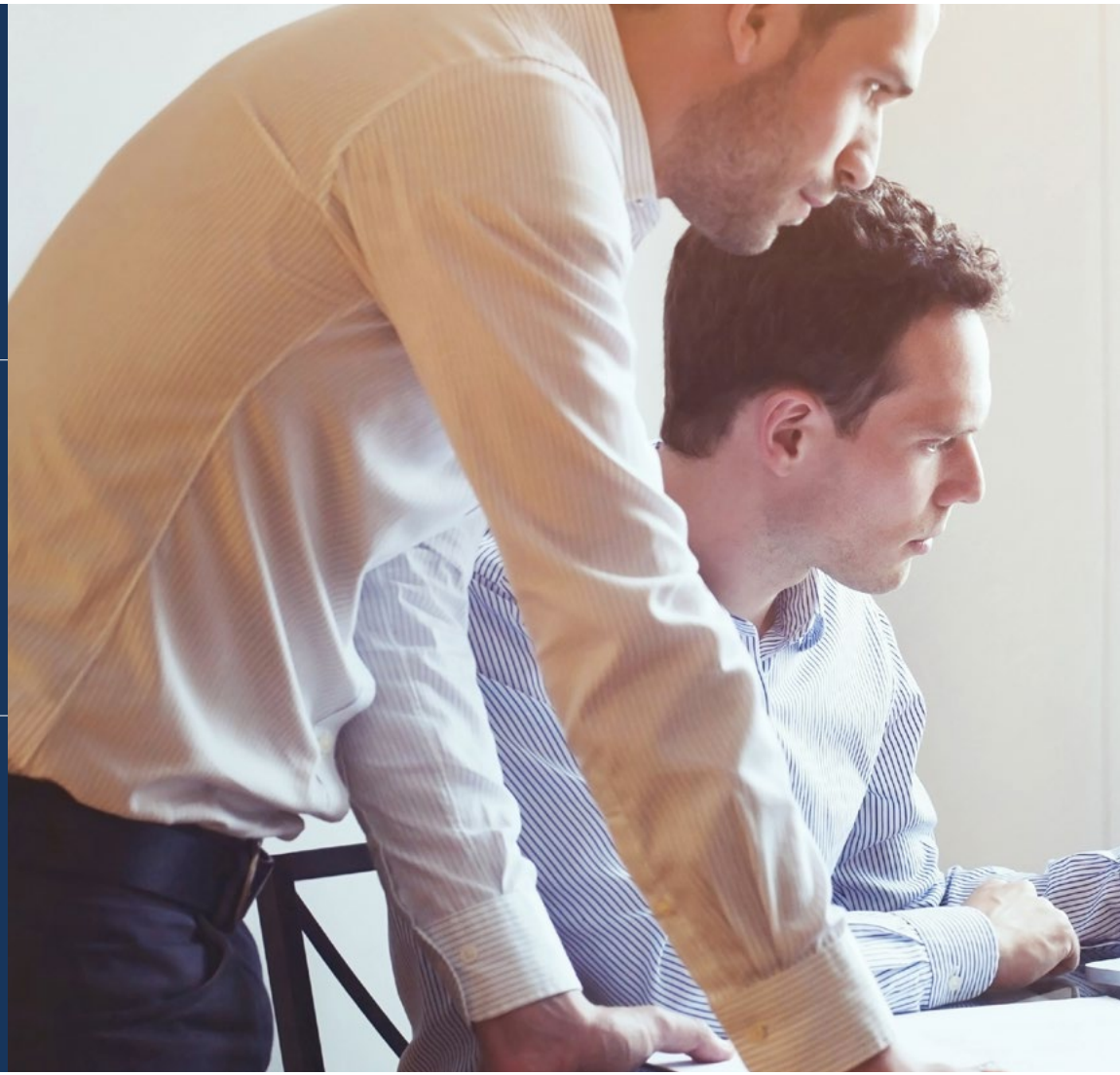
09 Know, in-depth, the environment and predictive methodologies that can help to act safely

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

11 Deepen knowledge of compensation as a strategic management tool

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

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



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

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

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

06

Structure and Content

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

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

Syllabus

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

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

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

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

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

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

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

Where, When and How is it Taught?

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

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

Module 1. Project Management with Predictive Methodologies

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

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

1.3. Organizational Structure of the Project
1.3.1. The Project Manager's Role, Functions and Attributions
1.3.2. Functions and Responsibilities
1.3.3. The Project Team
1.3.4. Customer Orientation and Results Orientation

1.4. The Project Management Process: Activities and Management Areas
1.4.1. Management Effort Vs. Execution Effort
1.4.2. Management Areas in Any Project
1.4.3. Project management Methodology in the Organization

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

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

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

1.8. Project Management in the Context of Large Systems
1.8.1. Relationship between Project Management and Systems Engineering
1.8.2. Systemic Vision of Project Management
1.8.3. Influence of the Degree of Complexity on Project Management

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

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

Module 2. Management: Business Organization and Project Management

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

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

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

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

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

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

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

2.8. The Project Management Office (PMO)
2.8.1. Functions and Types of PMO
2.8.2. Strategic Management Support
2.8.3. People Management Support
2.8.4. Logistics and Procurement Support

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

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

Module 3. Project Life Cycles in Predictive Methodologies

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

3.2. The Generic Life Cycle for Project Management
3.2.1. Product Vs. Project Life Cycle
3.2.2. Phases of a Project
3.2.3. Phase Revisions

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

3.4. Modelling of Project Management Elements
3.4.1. Requirements Planning
3.4.2. Work Package Planning
3.4.3. Activity Planning

3.5. Complete Project Modelling
3.5.1. Scope Baseline
3.5.2. Baseline Schedule
3.5.3. Baseline Costs and Financing

3.6. Project Management Plan
3.6.1. Stakeholder, Communications and Resource Management Planning
3.6.2. Quality Management Planning and Procurement
3.6.3. Risk Planning

3.7. Direction and Management of Project Execution
3.7.1. Leading the Team
3.7.2. Involve Stakeholders
3.7.3. Knowledge Management
3.7.4. Implement Risk Response
3.7.5. Quality Management
3.7.6. Procurement

3.8. Monitoring and Control of the Technical Performance of the Project
3.8.1. Control of Baselines
3.8.2. Control of Resources
3.8.3. Risk Control
3.8.4. Quality Control
3.8.5. Procurement Control

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

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

Module 4. "Hard Skills for Project Management

4.1. Project Lines: Scope, Time and Cost
4.1.1. Scope Baseline
4.1.2. Baseline Schedule
4.1.3. Cost Baseline

4.2. Scope, Schedule and Cost Planning
4.2.1. Duration and Cost Estimation Techniques
4.2.2. Planning of Financing Requirements
4.2.3. PERT Method

4.3. Monitoring and Control of Scope, Schedule and Costs
4.3.1. Critical Path Method
4.3.2. Critical Chain Method
4.3.3. Earned Value Method

4.4. Project Management Scorecard
4.4.1. Visual Representation of the Progress Information
4.4.2. Qualitative and Quantitative Scorecards
4.4.3. Key KPI and OKR Indicators

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

4.6. Qualitative Risk Management
4.6.1. Risk Decomposition Structures
4.6.2. Risk Identification Techniques
4.6.3. Probability x Impact Matrix

4.7. Quantitative Risk Management
4.7.1. Expected Monetary Value Method
4.7.2. Decision Tree Method
4.7.3. Tornado Diagram Method

4.8. Calculation of Reserves
4.8.1. Term and Budget Reserves
4.8.2. Contingency Reserves
4.8.3. Management Reserves

4.9. Project Follow-up
4.9.1. Status Reports
4.9.2. Progress Reports
4.9.3. Change Log

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

Module 5. Predictive Project Management Methodologies and Frameworks

5.1. Differences between a Framework and a Management Methodology
5.1.1. Historical Evolution of Predictive Project Management Methodologies
5.1.2. Standards, Frameworks and Best Practice Guidelines
5.1.3. Main Project Management Doctrine Generating Agencies

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

5.3. PMI's Project Management Framework: The PMBOK Guide
5.3.1. People in Project Management
5.3.2. Business Environment in Project Management
5.3.3. Project Management Processes

5.4. Other PMI Management Frameworks
5.4.1. Program Management Standard
5.4.2. Portfolio Management Standard
5.4.3. Organizational Project Management Maturity Standard

5.5. ISO-21500
5.5.1. Project Management Process Groups
5.5.2. Project Management Subject Groups
5.5.3. Project Management Process Framework

5.6. PRINCE2
5.6.1. Principles of Project Management
5.6.2. Project Management Topics
5.6.3. Project Management Processes

5.7. Framework IPMA
5.7.1. Project Management Perspectives
5.7.2. People in Project Management
5.7.3. Project Management Practices

5.8. Project Management Methodology (PM2)
5.8.1. Governance and Project Management Life Cycle
5.8.2. Project Management Processes
5.8.3. Project Management Artifacts

5.9. Logical Framework Approach (LFA)
5.9.1. Areas of Application of MLE
5.9.2. Project Matrix: Objectives, Results, Activities,
5.9.3. Practical Examples EML

5.10. PM4R
5.10.1. Project Start
5.10.2. Project Planning
5.10.3. Project Monitoring and Control

Module 6. Requirements Management in Predictive Projects

6.1. Requirements Management in Predictive Projects
6.1.1. Business Analysis in Projects
6.1.2. Project and Product Requirements
6.1.3. Obtaining Project Requirements

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

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

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

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

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

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

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

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

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

Module 7. Technological Tools to Aid Predictive Project Management

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

7.2. Roles for Collaborative Project Management
7.2.1. Ways to Organize Projects
7.2.2. Demand Management Roles
7.2.3. Supply Management Roles

7.3. Requirements Analysis Tools
7.3.1. Mind Mapping Tools
7.3.2. Data Modelling Tools
7.3.3. Prototyping Tools

7.4. Communication Tools in Virtual Teams
7.4.1. Tools for Sharing Multimedia Objects
7.4.2. File Sharing Tools
7.4.3. Video-Conferencing Tools

7.5. Instant Messaging Tools
7.5.1. Practices with Telegram
7.5.2. Teams Internships
7.5.3. Internships with Slack

7.6. Task Management Tools
7.6.1. Practices with Trello
7.6.2. Internship with Planner
7.6.3. Practices with Asana

7.7. Project Scheduling Tools
7.7.1. Practical Dates Planning Practices
7.7.2. Cost Planning Practices
7.7.3. Date and Cost Control Practices

7.8. Reporting Tools
7.8.1. Practice with Graphs
7.8.2. Practices with Pivot Tables
7.8.3. Power BI Internships

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

7.10. The Future of Project Automation of Projects
7.10.1. Artificial Intelligence Applied to Projects
7.10.2. Blockchain Applied to Projects
7.10.3. Big Data Applied to Projects

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

8.1. Evolution of Management. Types of Leadership
8.1.1. From Team Management to Project Management, Leader and Manager (Kotter's Model)
8.1.2. Leading People
8.1.3. Managing People ("management")

8.2. Leading in VUCA Times
8.2.1. The Challenges of the New Normal
8.2.2. New Competencies to Develop to Become a Leader Adapted to the Vuca World
8.2.3. Leadership in a Hybrid World (the Impact of New Models of Face-to-Face, Virtual, Hybrid Work)

8.3. Leadership in Project Management
8.3.1. From Project Kick Off to the Closing & Learn Model
8.3.2. Management of Interrelationships Within and Outside the Team to Keep the Project Moving Forward
8.3.3. Communication Milestones, Information and Feedback

8.4. Change Management in Organizations
8.4.1. The Change Management Model (Kotter)
8.4.2. The Change Curve (Kubler Ross)
8.4.3. From the Business Strategy to the Concrete Project

8.5. Situational Leadership Model (Blanchard and Hersey)
8.5.1. Level of Professional Maturity
8.5.2. Motivation Level
8.5.3. Adaptation to Circumstances, Context and Collaborators

8.6. Transformational Leadership Bas
8.6.1. From Motivation to Inspiration
8.6.2. To Give Meaning and Ethics, Exemplification in an Honest Dialogue
8.6.3. Constant Preparation as Adaptation and Anticipation of the Future

8.7. Engagement Management
8.7.1. Commitment
8.7.2. Engagement Management
8.7.3. How Engagement is Managed

8.8. Performance Management
8.8.1. Objectives
8.8.2. Conduct
8.8.3. Skills
8.8.4. Personal Development Plans

8.9. P.E.R.A. Management Model
8.9.1. Plan - Execute
8.9.2. Reporting - Feedback
8.9.3. Sense of Urgency and Action Plans

8.10. The Leadership Contract or the Accountability Model of Vince Molinaro
8.10.1. Responsibility
8.10.2. From Challenge to Action
8.10.3. Management of Difficult Situations and Decisions
8.10.4. The Transversal Network: Network of the Future, the New Social Business Model
8.10.5. Conclusions: Review of the Integration of the Models in Our Daily Leadership in Management and Project Management

Module 9. Competencies and Soft Skills for Project Managers

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

9.2. Communication, an Essential Competency
9.2.1. Communication
9.2.2. Ask Questions
9.2.3. Listening with all Senses

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

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

9.5. Personal Productivity and Effectiveness
9.5.1. Time Management
9.5.2. Personal Organization
9.5.3. Resilience and Stress Management

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

9.7. Ethics and Professional Responsibility for Project Management
9.7.1. Ethics in the Management of Projects
9.7.2. Application of Ethical Criteria
9.7.3. Making Difficult Decisions

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

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

9.10. Competence Development of the Project Manager
9.10.1. "Competence Gap"
9.10.2. Growth and Improvement Options and Strategies
9.10.3. Personal Development Plan
9.10.4. "Our Results Are Our Teachers."

Module 10. Legal Aspects for Project

Management

10.1. Organization of a Multinational

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

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

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

10.3. Legal Environment for a Project Manager

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

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

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

10.5. Responsibility

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

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

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

10.7. Legal Aspects of Supplier Management

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

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

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

10.9. Internet Regulatory Framework

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

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

10.10.1. Identification and Prioritization of Risks Based on Legal Aspects
10.10.2. Estimate of Legal Costs and Reserves to be Included in the Project Budget
10.10.3. Legal Impact Control in an International Environment
10.10.4. The PMO (Project Management Office). Legal Aspects
10.10.4.1. Legal and PMO Support to Project Management
10.10.4.2. Legal Aspects of Project Regulations to be Generated and Controlled from a PMO
10.10.4.3. Project Management under Agreements and Grants
10.10.4.4. Types of Official Project Reports: Executive Summary, Reports, Evaluations, Assessments, Audits and Reviews. Legal Aspects to be Included or Complied With

Module 11. Total Quality Management in Organizations

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

11.2. Quality Control and Management
11.2.1. Quality Management
11.2.2. Total Quality as Business Excellence
11.2.3. Expert Contributions

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

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

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

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

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

11.8. Standardization: Order and Cleanliness Based on 5S
11.8.1. The 5S Step by Step
11.8.2. Implementation of the 5S
11.8.3. Benefits of 5S Implementation

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

11.10. Advanced Methodologies for Total Quality
11.10.1. Kaizen. Tools
11.10.2. Improvement and Problem Solving Methodologies
11.10.3. Quality Engineering Tools
11.10.4. Six Sigma

Module 12. ISO 9001 Quality Management System: 2015

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

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

12.3. ISO 9001: 2015: References, Regulations and Scope of Application
12.3.1. Terms and Definitions
12.3.2. Context of the Organization
12.3.3. Documented Information

12.4. ISO 9001: 2015. Regulatory Approach
12.4.1. Plan
12.4.2. Support
12.4.3. Surgery

12.5. ISO 9001: 2015. Performance Evaluation
12.5.1. Measurement, Analysis and Evaluation
12.5.2. Internal Audit
12.5.3. Management Review
12.5.4. External Audits

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

12.7. Design of the Quality Management System
12.7.1. QMS Requirements
12.7.2. QMS Planning
12.7.3. Planning of the Product or Service Realization Processes

12.8. Management System Support
12.8.1. Monitoring and Measurement Resources: People and Infrastructure
12.8.2. Competence, Awareness and Communication

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

12.10. Operability of the Management System
12.10.1. Production and Service Provision
12.10.1.1. Control Measures
12.10.1.2. Type of Control
12.10.1.3. Scope of Control
12.10.2. Identification and Traceability

Module 13. The EFQM Model. Excellence Management

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

13.2. Management. Criterion 1: Purpose, Vision and Strategy
13.2.1. Define Purpose and Vision
13.2.2. Identify and Stakeholder Needs
13.2.3. Understanding the Ecosystem, Own Capabilities and Key Challenges
13.2.4. Develop the Strategy
13.2.5. Design and Implement a Management and Governance System

13.3. Management. Criterion 2: Organizational Culture and Leadership
13.3.1. Driving the Culture of the Organization and Reinforcing Values
13.3.2. Creating the Conditions to Make Change Happen
13.3.3. Stimulate Creativity and Innovation
13.3.4. Unite and Commit around a Purpose, Vision and Strategy

13.4. Implementation. Criterion 3: Stakeholder Engagement
13.4.1. Customers: Building Sustainable Relationships
13.4.2. People: Attracting, Engaging, Developing, Developing and Retain Talent
13.4.3. Investors and Regulators: Securing and Maintaining Their Continued Support
13.4.4. Society: Contributing to its Development, Well-being and Prosperity
13.4.5. Partners and Suppliers: Building Relationships and Securing their Commitment to Create Sustainable Value

13.5. Implementation. Criterion 4: Create Sustainable Value
13.5.1. Designing and Creating Value
13.5.2. Communicating and Selling the Value Proposition
13.5.3. Develop and Deliver the Value Proposition
13.5.4. Design and Implement the Overall Experience

13.6. Implementation. Criterion 5: Managing Performance and Transformation
13.6.1. Manage Performance and Risk
13.6.2. Transforming the Organization for the Future
13.6.3. Driving Innovation and Leveraging Technology
13.6.4. Leveraging Data, Information and Knowledge
13.6.5. Manage Assets and Resources

13.7. Results Criterion 6: Stakeholder Perception
13.7.1. Customer Perception Results
13.7.2. People Perception Results
13.7.3. Investor and Regulator Perception Results
13.7.4. Society's Perception Results
13.7.5. Partner and Supplier Perception Results

13.8. Results Criterion 7: Strategic and Operational Performance
13.8.1. Achievements in the Attainment of Purpose, Strategy and Sustainable Value Creation
13.8.2. Fulfillment of the Expectations of Key Stakeholders
13.8.3. Economic and Financial Performance
13.8.4. Performance and Transformation Management Achievements
13.8.5. Predictive Measurements for the Organization's Future

13.9. Logic of Excellence. Continuous Improvement. REDER Methodology
13.9.1. REDER Logic
13.9.2. Application to the Direction and Execution Block
13.9.3. Application to the Results Block

13.10. EFQM Scoring and Practical Applications
13.10.1. EFQM Score
13.10.2. Practical Applications of the EFQM Model

Module 14. Environmental Management in Organizations

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

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

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

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

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

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

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

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

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

14.10. EMAS (Eco-Management and Audit Scheme) System
14.10.1. Background and Regulatory Framework
14.10.2. Main Requirements of the EMAS Regulation
14.10.3. Stages in the Implementation
14.10.4. Advantages of its Implementation in the Company
14.10.4.1. Differences with ISO 14001 Certification: 2015

Module 15. ISO 14001 Environmental Management System: 2015

15.1. Legislative and Regulatory Framework Environment
15.1.1. Development of Preventive Regulations
15.1.2. International Legislation and Regulations

15.2. Environmental Management Systems: ISO Business School 14001
15.2.1. Environmental Management in the Organization
15.2.2. Environmental Reports
15.2.3. Environmental Risks for Accident Prevention

15.3. ISO 14001. Chapters 1 to 15
15.3.1. ISO 14001
15.3.2. ISO 14001 Development Factors and Requirements
15.3.2.1. Purpose and Field of Application
15.3.2.2. Normative References
15.3.2.3. Terms and Definitions
15.3.3. Organizational Context
15.3.4. Leadership and Employee Involvement

15.4. ISO 14001. Chapters 6, 7 and 8
15.4.1. Plan
15.4.2. Support
15.4.3. Operation

15.5. ISO 14001. Chapters 9 and 10
15.5.1. Performance Evaluation
15.5.2. Improvement

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

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

15.8. Waste Management
15.8.1. Waste Streams
15.8.2. Authorizations and Communications

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

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

Module 16. Management of Occupational Risk Prevention in the Organizations

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

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

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

16.4. Public Agencies Related to Occupational Safety and Health
16.4.1. Public Organizations
16.4.2. European Organizations

16.5. Risk Prevention Documentation: Collection, Preparation and Archiving
16.5.1. Treatment of the Information Obtained
16.5.2. Actions to be Developed Based on the Information Collected

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

16.7. Risks Associated with Health and Safety Conditions. How to Minimize Them
16.7.1. Poor Lighting
16.7.2. Exposure to Pollutants
16.7.3. Noise Exposure

16.8. Risks Associated with the Work Environment. How to Minimize Them
16.8.1. Ionizing Radiation
16.8.2. Electric Fields and Magnetic Fields
16.8.3. Optical Radiation

16.9. Risks Associated with Psychosociology Applied to Work. How to Minimize Them
16.9.1. Content, Load, Pace and Time of Work
16.9.2. Participation and Control of the Labor Activity
16.9.3. Organizational Culture: Influence on Risk Management and Prevention

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

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

17.2. Preventive Techniques and Disciplines. Safety and Industrial Hygiene
17.2.1. Safety At Work
17.2.2. Industrial Hygiene

17.3. Preventive Techniques and Disciplines. Ergonomics and Occupational Medicine
17.3.1. Ergonomics and Psychosociology Applied to the Workplace
17.3.2. Occupational Medicine

17.4. The ISO 45001 Standard: 2018
17.4.1. Implementation of an OSH Management System
17.4.2. ISO 45001. Background, Evolution and Basic Characteristics
17.4.3. High-level Structure of the ISO Standard: Possibility of Integration with Other ISO Standards

17.5. ISO 45001:2018. Scope of Application
17.5.1. Scope of Application
17.5.2. Terms and Definitions

17.6. ISO 45001:2018. Implementation Plan
17.6.1. Implementation Plan
17.6.2. Context of the Organization
17.6.3. Scope of the SGSST

17.7. ISO 45001:2018. Plan
17.7.1. Leadership and Employee Involvement
17.7.2. Plan
17.7.3. Support
17.7.4. Support

17.8. ISO 45001:2018. Operation
17.8.1. Operational Control
17.8.2. Emergency Preparedness and Response

17.9. ISO 45001:2018. Performance Evaluation
17.9.1. Performance Monitoring, Measurement, Analysis and Evaluation
17.9.2. Evaluation of Compliance
17.9.3. Internal Auditing
17.9.4. Management Review

17.10. ISO 45001:2018. Improvement
17.10.1. Incidents, Non-Conformities and Corrective Actions
17.10.2. Continuing Improvement
17.10.3. OSHMS Certification

Module 18. Corporate Social Responsibility and Information Security ISO 27001

18.1. Corporate Social Responsibility: Framework in the GIS
18.1.1. CSR Approach to Corporate Governance
18.1.2. CSR Mission and Objectives
18.1.3. Value Creation from CSR Programs

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

18.3. Analysis of the Environment and Objectives
18.3.1. Identification of Key Players in CSR Programs
18.3.2. Definition of Actions by Type of Dialogue
18.3.3. CSR Objectives
18.3.4. CSR Management

18.4. The Integration of CSR in the Strategic Planning of Organizations
18.4.1. Formulation of Indicators to Verify the Effectiveness of CSR
18.4.2. Association of Indicators to Corporate Objectives
18.4.3. Methodologies for Monitoring and Verification of Indicators

18.5. Corporate Social Responsibility: Contrasted Models
18.5.1. Spanish
18.5.2. European
18.5.3. Global
18.5.4. Multilateral Organizations Related to CSR: ILO, OECD

18.6. Management of the external Relations from a CSR Framework
18.6.1. Society
18.6.2. Customers:
18.6.3. Administration

18.7. Application of CSR in Human Resources Policy
18.7.1. Equal Opportunity
18.7.2. Personal Development Program
18.7.3. Actions for Vulnerable Groups

18.8. CSR Regulations
18.8.1. SA8000 Standard on Social Responsibility Management Systems
18.8.2. SSG21
18.8.3. IQNet SR10 Standard on Social Responsibility Management System

18.9. Information Security Management Systems. ISO 27001
18.9.1. ISO 27001
18.9.2. Phases for Implementation

18.10. Information Security Management Systems.Legal Framework
18.10.1. Legal Framework
18.10.2. Detection of Irregularities and Non-conformities
18.10.3. Formulation of Improvement Actions

Module 19. Integration of Management Systems

19.1. Systems Integration for the Organization
19.1.1. Medical History
19.1.2. Key Points
19.1.3. Fundamentals

19.2. Approach to Management Systems Integration
19.2.1. Objectives
19.2.2. Advantages

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

19.4. Common Standards for Systems Integration
19.4.1. Standard UNE 66177:2005
19.4.2. Standard PAS 99:2012
19.4.3. Standard DS 8001:2005

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

19.6. Standard UNE 66177:2005
19.6.1. Structure of the Integration Plan
19.6.2. Development of the Integration Plan

19.7. Integration Methods
19.7.1. Basic Method
19.7.2. Advanced Method
19.7.3. Expert Method

19.8. Correspondence Between Standards
19.8.1. Cross-Cutting Elements
19.8.2. Specific Components

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

19.10. Documentation of an Integrated System
19.10.1. Procedure
19.10.2. Application

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

20.1. Management Systems Audits
20.1.1. Intention
20.1.2. Types of Audits
20.1.3. Key Terms

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

20.3. Principles of Audit of Management Systems
20.3.1. Integrity
20.3.2. Impartial Presentation
20.3.3. Due Professional Care
20.3.4. Confidentiality
20.3.5. Independence
20.3.6. Evidence-Based Approach
20.3.7. Risk-Based Approach

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

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

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

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

20.8. The Audit Report
20.8.1. Report Preparation
20.8.2. Distribution

20.9. Review of the Treatment of Auditor's Findings
20.9.1. Proofreading Review
20.9.2. Review of the Root Cause Analysis
20.9.3. Review of Corrective Actions
20.9.4. Review of the Effectiveness of Actions

20.10. Auditors' Competence
20.10.1. Knowledge and Skills
20.10.2. Personal Attributes
20.10.3. Evaluation of Auditors

07

Methodology

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

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

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

TECH Business School uses the Case Study to contextualize all content

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

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

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

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

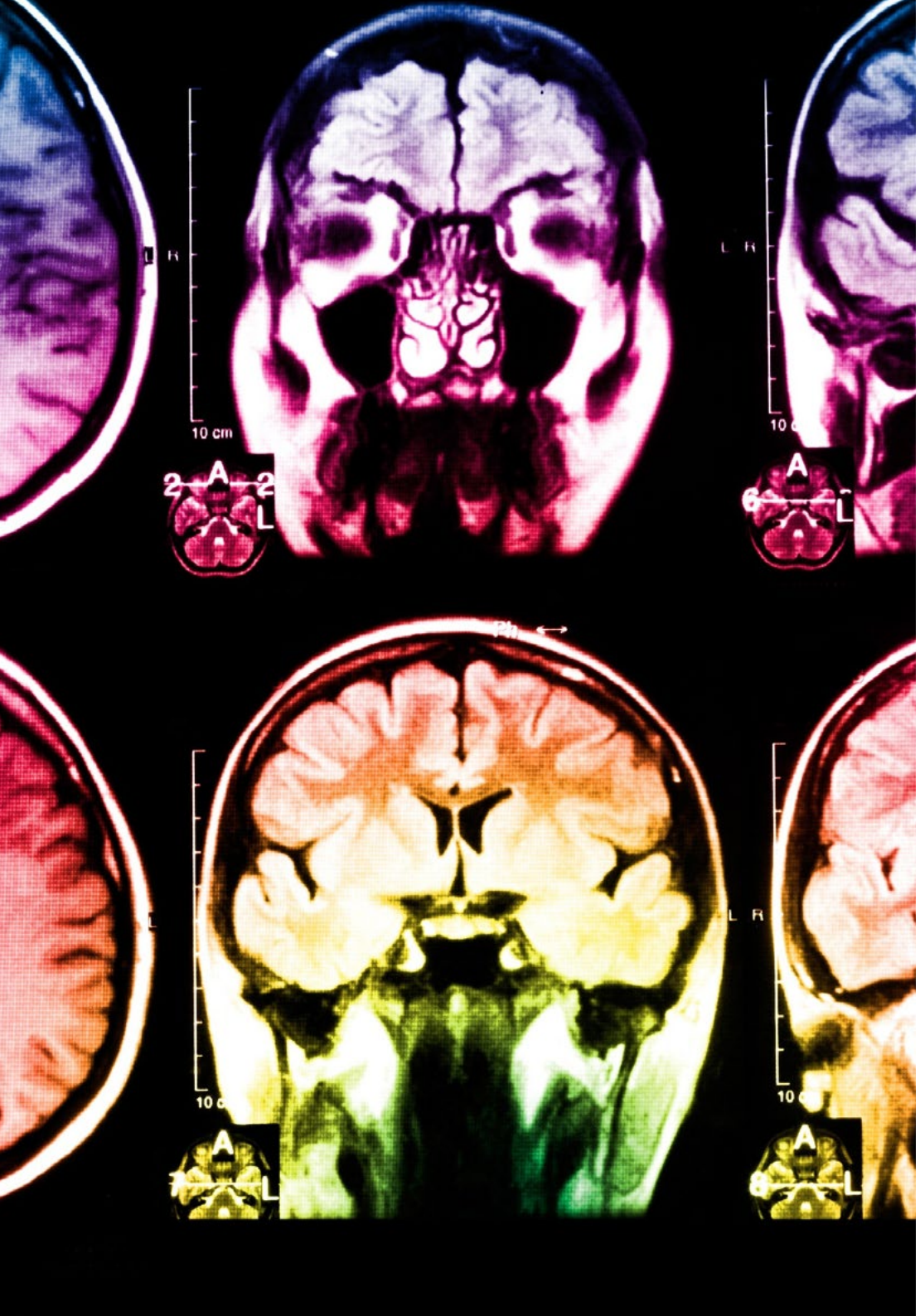
TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

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.

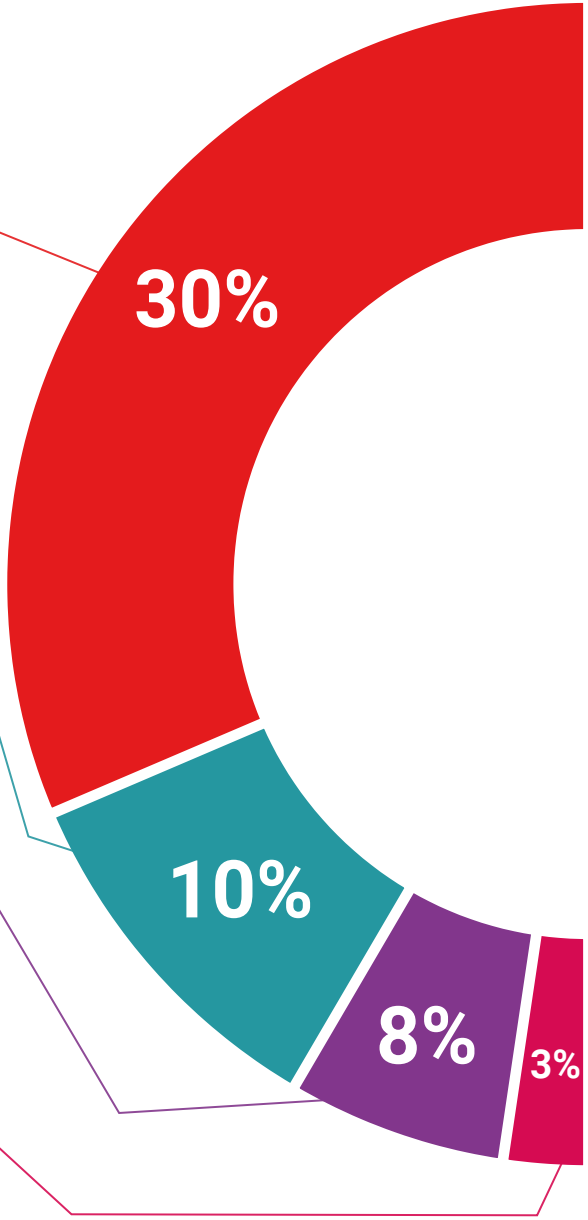
Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.

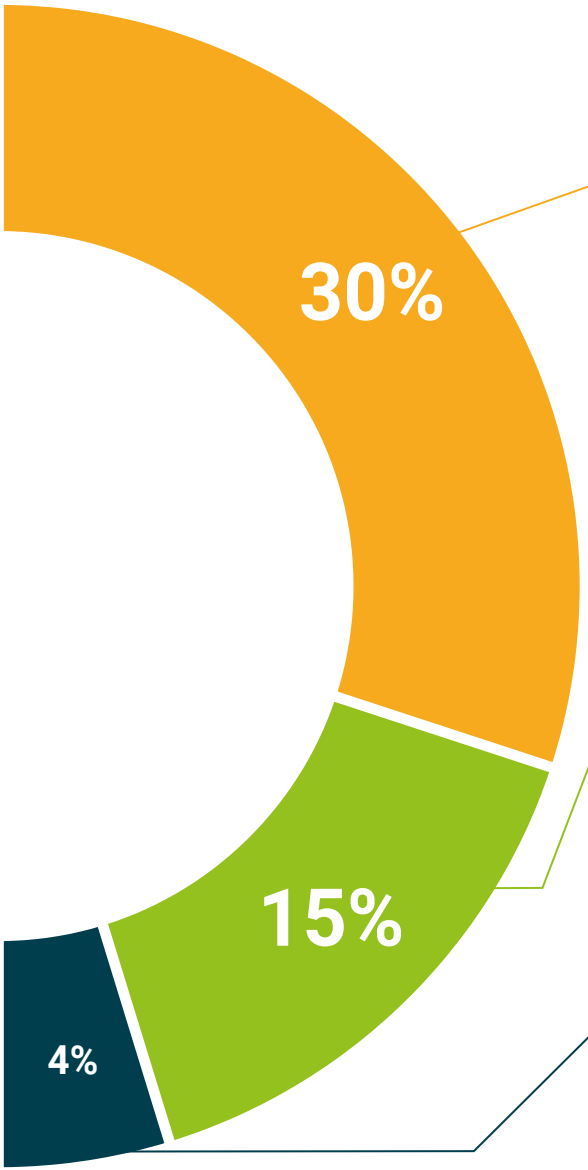
Management Skills Exercises

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

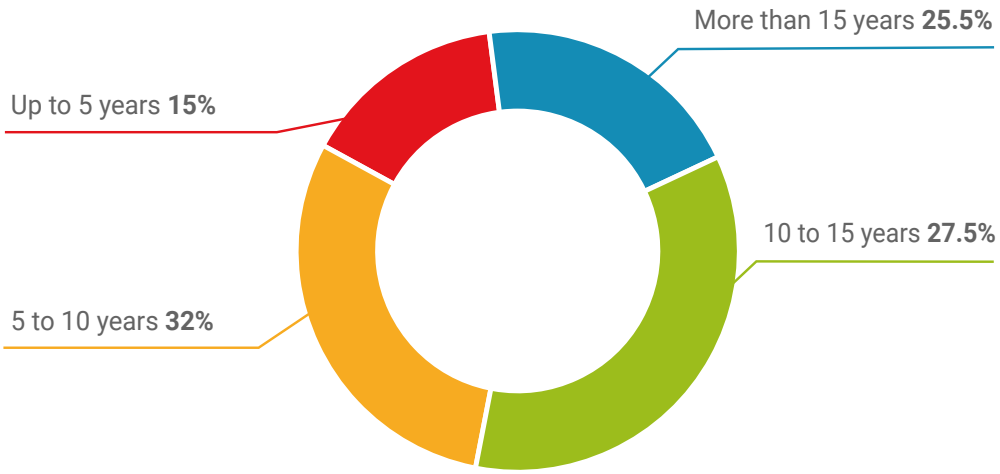
TECH's students are ambitious professionals with a wealth of business experience who are continually looking for new ways to improve their companies. That is why this program is perfect for them, as it is geared towards that goal of providing their organizations with significant advancement, positioning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

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

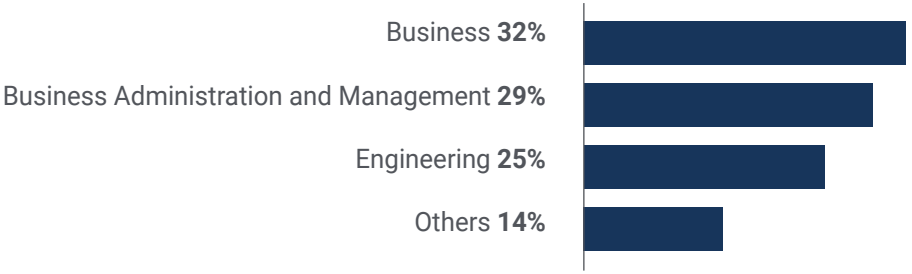
Average Age

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

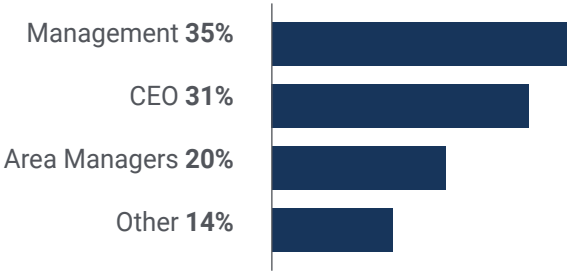
Years of Experience



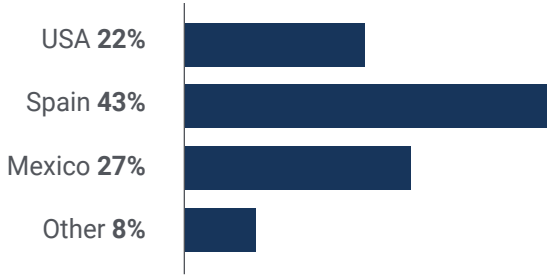
Training



Academic Profile



Geographical Distribution



Rodrigo Álvarez

Entrepreneur

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

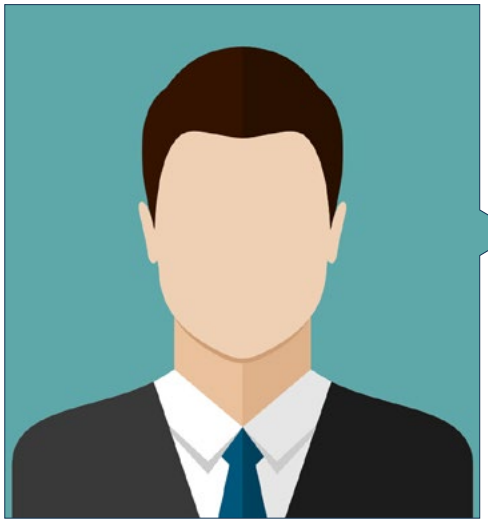
09

Course Management

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

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

Management



Mr. Pérez Pérez, Manuel Felipe

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

Ms. López Rodríguez, Karmele

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

Professors

Dr. Abajo Merino, Rafael

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

Ms. Galán Espejo, Arantxa

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

Ms. Abeijón Pérez, Isabel

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

Ms. Altamirano Echeverría, Maria

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

Mr. Barato, José

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

Dr. Espinosa Víctor, Eduardo

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

Ms. Liñán Álvarez, Adela

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

Mr. Gámez de la Torre, Manuel Jesús

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

Dr. García Nieto, Evelyn

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

Dr. Murgia Bergara, Iñaki

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

Mr. Navarro Doñoro, Juan

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

Ms. Servajean, Maitena

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

Ms. Seoane Otín, Rocío

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

10

Impact on Your Career

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

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

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

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

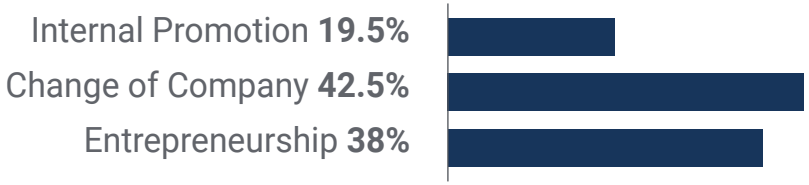
Therefore, those who wish to improve themselves, achieve a positive change at a professional level and interact with the best, will find their place at TECH.

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

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

When the change occurs

Type of change



Salary increase

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

11

Benefits for Your Company

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

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

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

01

Intellectual Capital and Talent Growth

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

02

Retaining High-Potential Executives to Avoid Talent Drain

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

03

Building Agents of Change

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

04

Increased International Expansion Possibilities

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

05

Project Development

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

06

Increased Competitiveness

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

12

Certificate

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

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

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

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

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

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

Official Nº of hours: **3,000 h.**


tech technological university

Awards the following

CERTIFICATE

to

Mr./Ms. _____, with identification number _____.

For having successfully passed and accredited the following program

ADVANCED MASTER'S DEGREE

in

Senior Management of Business Projects

This is a qualification awarded by this University, equivalent to 3,000 hours, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

TECH is a Private Institution of Higher Education recognized by the Ministry of Public Education as of June 28, 2018.

June 17, 2020

Tere Guevara Navarro
Dean

Unique TECH Code: AFWORD23S techtitute.com/certificates


Advanced Master's Degree in Senior Management of Business Projects

General Structure of the Syllabus

Year	Subject	Hours	Type
1º	Project Management with Predictive Methodologies	150	CO
1º	Management: Business Organization and Project Management	150	CO
1º	Project Life Cycles in Predictive Methodologies	150	CO
1º	"Hard Skills for Project Management	150	CO
1º	Predictive Project Management Methodologies and Frameworks	150	CO
1º	Requirements Management in Predictive Projects	150	CO
1º	Technological Tools to Aid Predictive Project Management	150	CO
1º	Leadership and People Management. Project Management and Change Management in Large Organizations	150	CO
1º	Competencies and Soft Skills for Project Managers	150	CO
1º	Legal Aspects for Project Management	150	CO
2º	Total Quality Management in Organizations	150	CO
2º	ISO 9001 Quality Management System: 2015	150	CO
2º	The EFQM Model. Excellence Management	150	CO
2º	Environmental Management in Organizations	150	CO
2º	ISO 14001 Environmental Management System: 2015	150	CO
2º	Management of Occupational Risk Prevention in the Organizations	150	CO
2º	Occupational Risk Prevention Management System ISO 45001: 2018	150	CO
2º	Corporate Social Responsibility and Information Security ISO 27001	150	CO
2º	Integration of Management Systems	150	CO
2º	Audits of Integrated Management Systems based on the ISO 19011 Standard: 2018	150	CO

Tere Guevara Navarro
Dean

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

tech technological university

Advanced Master's Degree
Senior Management of Business Projects

Course Modality: **Online**
Duration: **2 years**
Accreditation: **TECH Technological University**
Official Nº of hours: **3,000 h.**

Advanced Master's Degree

Senior Management of Business Projects

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