# Advanced Master's Degree
## Technology Project Management in the Company

tech global university

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## Technology Project Management in the Company

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

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

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# Introduction to the Program

Digital transformation has redefined the way entities operate, driving a greater reliance on technology initiatives to achieve their strategic objectives. Within this framework, Technology Project Management in the Company represents a significant challenge for professionals. This is because they must have a combination of technical skills, leadership and a deep understanding of business processes. With this in mind, TECH presents an innovative online university program focused on this area that will provide professionals with the most cutting-edge strategies to ensure the success of their Technology Projects and the sustainability of their businesses.

*With this 100% online program, you will manage Technology Projects in a comprehensive manner and ensure that the objectives are met efficiently"*

With the rapid evolution of technologies, companies must be able to adapt and transform their processes to stay relevant. In this sense, Technology Project Management is essential to ensure that technology initiatives are implemented effectively, respecting deadlines, budgets and organizational objectives. Therefore, it is vital that professionals acquire the necessary skills to lead Technology Projects within institutions, addressing key aspects such as risk management, innovation and the impact of emerging technologies on business results.

Within this framework, TECH launches an avant-garde program in Technology Project Management in the Company. Designed by references in this field, the curriculum will delve into issues ranging from the fundamentals of executive management or financial management to the use of the latest technological tools to increase the accuracy and quality of initiatives. In this way, graduates will be able to manage Technological Projects in an integral way, from planning to execution, ensuring that the objectives are met in time, cost and quality.

To consolidate all these didactic contents, TECH uses the avant-garde method of Relearning, which consists of the progressive reiteration of key concepts for their correct assimilation. In addition, the university program provides graduates with a variety of real case studies, allowing professionals to exercise in simulated environments to bring them closer to the reality of emergency care. Specialists will only require an electronic device capable of connecting to the Internet. In addition, a renowned International Guest Director will give innovative Masterclasses that will provide students with advanced skills.

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

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

*A prestigious International Guest Director will offer exclusive Masterclasses to delve into the latest trends in Enterprise Technology Project Management"*

*You will implement quality standards in all aspects of the initiatives, ensuring that deliverables meet customer expectations and technical requirements"*

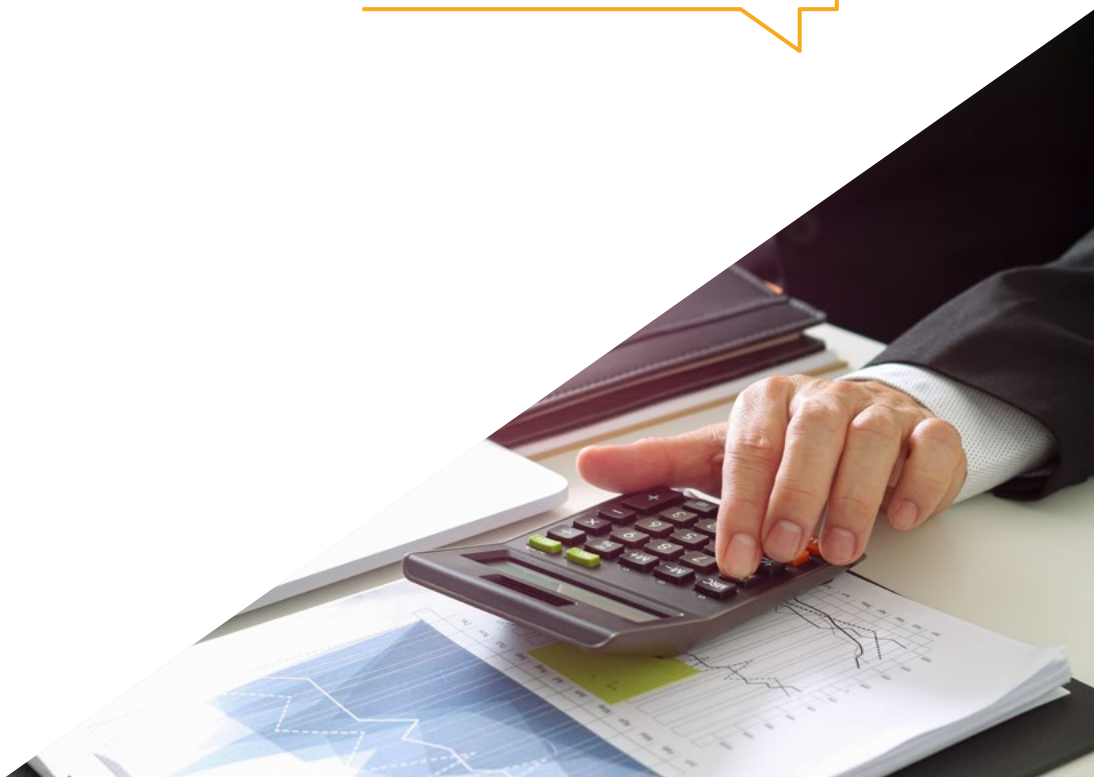
*With TECH's Relearning system you will not have to invest a large amount of study hours and you will focus on the most relevant concepts.*

*You will master Agile Methodologies to manage Technology Projects in a flexible and adaptive way.*

It includes in its teaching staff professionals belonging to the field of Technological Project Management in the Company, who pour into this program the experience of their work, in addition to recognized specialists from reference companies and prestigious universities.

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

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



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# Why Study at TECH?

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

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

### The world's best online university, according to FORBES

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

### The best top international faculty

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

### The world's largest online university

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


### The most complete syllabuses on the university scene

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

### A unique learning method

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

### The official online university of the NBA

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

### Leaders in employability

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


### Google Premier Partner

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

### The top-rated university by its students

The main review websites have positioned TECH as the best rated university in the world by its students. These review portals, recognized for their reliability and prestige due to the rigorous verification and validation of the authenticity of each opinion, have given TECH highly favorable ratings. These ratings place TECH as the absolute international university reference.

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# Syllabus

Through this very complete program, professionals will have a comprehensive knowledge related to the Technology Project Management in the Company. The academic itinerary will deepen in areas ranging from the fundamentals of executive management or the economic control of initiatives to the implementation of agile methodologies such as Lean to significantly improve the operational efficiency of organizations. In this way, graduates will gain advanced leadership skills to lead multidisciplinary teams and overcome any technological challenge, ensuring the sustainable success of organizations.

*You will delve into the most sophisticated methodologies to ensure that Technological Projects stand out for their high quality"*

## **Module 1.** Leadership, Ethics and Social Responsibility in Companies

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

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

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

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

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

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

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

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

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

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

## **Module 2.** Strategic Management and Executive Management

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

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

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

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

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

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

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

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

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

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

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

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

## **Module 3.** People and Talent Management

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Module 4.** Economic and Financial Management

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Module 5.** Operations and Logistics Management

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

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

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

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

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

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

5.7. Strategic Purchasing Management
  5.7.1. Business Strategy
  5.7.2. Strategic Planning
  5.7.3. Purchasing Strategies
5.8. Supply Chain Typology
  5.8.1. Supply Chain
  5.8.2. Benefits of Supply Chain Management
  5.8.3. Logistical Management in the Supply Chain
5.9. *Supply Chain Management*
  5.9.1. The Concept of Management of the Supply Chain
  5.9.2. Costs and Efficiency of the Operations Chain
  5.9.3. Demand Patterns
  5.9.4. Operations Strategy and Change
5.10. Interactions Between the SCM and All Other Departments
  5.10.1. Interaction of the Supply Chain
  5.10.2. Interaction of the Supply Chain. Integration by Parts
  5.10.3. Supply Chain Integration Problems
  5.10.4. Supply Chain
5.11. Logistics Costs
  5.11.1. Logistics Costs
  5.11.2. Problems with Logistics Costs
  5.11.3. Optimizing Logistic Costs
5.12. Profitability and Efficiency of Logistics Chains: KPIs
  5.12.1. Logistics Chain
  5.12.2. Profitability and Efficiency of the Logistics Chain
  5.12.3. Indicators of Profitability and Efficiency of the Supply Chain
5.13. Process Management
  5.13.1. Process Management
  5.13.2. Process-Based Approach: Process Mapping
  5.13.3. Improvements in Process Management
5.14. Distribution and Transportation Logistics
  5.14.1. Distribution in the Supply Chain
  5.14.2. Transportation Logistics
  5.14.3. Geographic Information Systems as a Support for Logistics
5.15. Logistics and Customers
  5.15.1. Demand Analysis
  5.15.2. Demand and Sales Forecast
  5.15.3. Sales and Operations Planning
  5.15.4. Participatory planning, forecasting and replenishment
5.16. International Logistics
  5.16.1. Export and Import Processes
  5.16.2. Customs
  5.16.3. Methods and Means of International Payment
  5.16.4. International Logistics Platforms
5.17. Outsourcing of Operations
  5.17.1. Operations Management and Outsourcing
  5.17.2. Outsourcing Implementation in Logistics Environments
5.18. Competitiveness in Operations
  5.18.1. Operations Management
  5.18.2. Operational Competitiveness
  5.18.3. Operations Strategy and Competitive Advantages
5.19. Quality Management
  5.19.1. Internal and External Customers
  5.19.2. Quality Costs
  5.19.3. Ongoing Improvement and the Deming Philosophy

## **Module 6.** Information Systems Management

6.1. Technological Environment
  6.1.1. Technology and Globalization
  6.1.2. Economic Environment and Technology
  6.1.3. Technological Environment and Its Impact on Companies
6.2. Information Systems in Companies
  6.2.1. The Evolution of the IT Model
  6.2.2. Organization and IT Departments
  6.2.3. Information Technology and Economic Environment

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Module 7.** Commercial Management, Strategic Marketing and Corporate Communications

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

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

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

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

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

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

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

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

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

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

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

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

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

7.14. Corporate Communication Strategy
- 7.14.1. Motivational Programs, Social Action, Participation and Training with Human Resources
- 7.14.2. Internal Communication Support and Tools
- 7.14.3. Internal Communication Plan

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

## **Module 8.** Market Research, Advertising and Commercial Management

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

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

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

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




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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Module 9.** Innovation and Project Management

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

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

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

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

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

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

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

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

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

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

## **Module 10.** Executive Management

10.1. *General Management*
- 10.1.1. The Concept of General Management
- 10.1.2. The Role of the CEO
- 10.1.3. The CEO and Their Responsibilities
- 10.1.4. Transforming the Work of Management

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

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

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

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

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

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

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

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

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

## **Module 11.** Project Scope and Schedule

11.1. Program and Project Portfolio Management
11.2. Project Scope Management
11.3. Requirements Gathering and Scope Definition
11.4. Breakdown of Project Objective into Activities
11.5. Validate and Control the Scope
11.6. Strategic Time Planning in Project Management
11.7. Project Life Cycle
11.8. Efficient Time and Deadline Planning
11.9. Task Estimation Tools
11.10. Schedule Execution and Control

## **Module 12.** Project Financial Management

12.1. Financial Plan
12.2. Financial Model
12.3. Project Viability Analysis
12.4. Project Sensitivity Management
12.5. Project Cost Management
12.6. Project Cost Estimation
12.7. Project Cost Control - EVM
12.8. Economic Analysis of Decisions
12.9. Ms Project Tools
12.10. Digital Tools and Systems for Project Management

## **Module 13.** Recruitment and Project Quality

13.1. Acquisition Planning
13.2. Supplier Search Planning
13.3. Supplier Relationship Management
13.4. Legal Aspects of Recruitment
13.5. Contract Management and Administration
13.6. Project Sale Management
13.7. Lean Management
13.8. Process Improvement Techniques
13.9. Total Quality Management and Advanced Project Management
13.10. Lean Tools for Project Management

## **Module 14.** Innovative Organizations and Projects

14.1. Organizational Change Management
14.2. Communication in Organizations
14.3. Creative Thinking: Innovation
14.4. Process Engineering and Product Engineering
14.5. Strategic Innovation Intelligence
14.6. *Entrepreneurship and Innovation*
14.7. Launch and Industrialization of New Products
14.8. R+D+I Management Systems
14.9. Direction and Management of R+D+I Projects
14.10. Project Management for Startups

## **Module 15.** Agile Methodologies

15.1. Introduction to Agile Methodologies
15.2. Iterative, Adaptive, Predictive and Hybrid Lifecycles
15.3. Introduction to Scrum
15.4. Agile Team Management
15.5. Scrum Events
15.6. Artifacts in Scrum
15.7. Agile Estimating and Planning
15.8. Metrics
15.9. Collaborative Tools
15.10. Organizational Agility

## **Module 16.** PMO

16.1. Introduction to the Project Management Office
16.2. Functions of the Project Management Office
16.3. Creating the Conditions for Change. Leading Organizational Change
16.4. PMO Vision and Strategy
16.5. PMO Model Design
16.6. PMO Resource Plan
16.7. PMO Implementation
16.8. PMO Operation and Tools
16.9. Project Management Culture and Knowledge Management in the Organization
16.10. Agile PMO

## **Module 17.** Project Risk Management

17.1. Introduction to Risk Management
17.2. Project Risk Management Planning
17.3. Identification of Risks
17.4. Qualitative Risk Analysis
17.5. Risk Prioritization
17.6. Quantitative Risk Analysis
17.7. Scenario Analysis and Risk Response Plans
17.8. Implementation of Risk Response
17.9. Risk Monitoring and Control
17.10. Lessons Learned and Knowledge Management

## **Module 18.** Introduction to Project Finance

18.1. Introduction to Corporate Finance
18.2. Financial Statements and Cash Flows
18.3. Time Value of Money and Discounted Cash Flows
18.4. Fixed Income Valuation
18.5. Equity Valuation
18.6. Financial Investment Criteria Capital Budgeting
18.7. Project Analysis
18.8. Risk and Return: the Cost of Capital
18.9. Liability Structure
18.10. Treasury and International Finance

## **Module 19.** Introduction to Technology Project Design and Management and Technology Project Integration Management

19.1. Introduction to Technology Project Management
  19.1.1. The Role of the Project Manager
  19.1.2. Project Definition
  19.1.3. Organizational Structure
19.2. Project Management, Program Management and Portfolio Management
  19.2.1. Portfolios, Programs and Projects
  19.2.2. Strategic Management
19.3. Standards and Best Practices for the Technology Project Management
  19.3.1. Prince 2
  19.3.2. PMP
  19.3.3. ISO 21500:2012
19.4. Organizational Influences on Technology Project Design and Management
  19.4.1. Environmental Factors of a Company
  19.4.2. Assets of an Organization's Processes
19.5. Technology Project Management Processes
  19.5.1. Technology Project Life Cycle
  19.5.2. Process Groups
  19.5.3. Dynamics of Process Groups
19.6. Development of the Technology Projects Constitution Act
  19.6.1. Definition of the Technology Projects Constitution Act
  19.6.2. Tools and Techniques

19.7. Development of the Plan for Technology Project Design and Management
- 19.7.1. Definition of the Plan for Technology Project Design and Management
- 19.7.2. Tools and Techniques

19.8. Knowledge Management of Technological Projects
- 19.8.1. Importance of Knowledge Management in Technology Projects
- 19.8.2. Tools and Techniques

19.9. Monitoring the Technology Projects Work
- 19.9.1. Work Monitoring and Control
- 19.9.2. Follow-Up Reports on Technology Projects
- 19.9.3. Tools and Techniques

19.10. Integrated Control of Changes in Technological Projects
- 19.10.1. Objectives and Benefits of Project Change Control
- 19.10.2. CCB (Change Control Board)
- 19.10.3. Tools and Techniques

19.11. Delivery and Closing of Technology Projects
- 19.11.1. Objectives and Benefits of Project Closing
- 19.11.2. Tools and Techniques

## **Module 20.** Technology Project Scope Management

20.1. Introduction to Scope Management
- 20.1.1. Project Scope
- 20.1.2. Product Scope

20.2. Fundamentals of Scope Management
- 20.2.1. Basic Concepts
- 20.2.2. Scope Baseline

20.3. Benefits of Scope Management
- 20.3.1. Stakeholder Expectation Management
- 20.3.2. Scoop Creep and Gold Plating

20.4. Considerations for Adaptive Environments
- 20.4.1. Types of Adaptive Projects
- 20.4.2. Definition of Scope in Adaptive Projects

20.5. Scope Management Planning
- 20.5.1. Scope Management Plan
- 20.5.2. Requirements Management Plan
- 20.5.3. Tools and Techniques

20.6. Gathering Requirements
- 20.6.1. Gathering and Negotiation of Requirements
- 20.6.2. Tools and Techniques

20.7. Scope Definition
- 20.7.1. Project Scope Statement
- 20.7.2. Tools and Techniques

20.8. Creation of the Work Breakdown Structure (WBS)
- 20.8.1. Work Breakdown Structure (WBS)
- 20.8.2. Types of WBSs
- 20.8.3. *Rolling Wave*
- 20.8.2. Tools and Techniques

20.9. Scope Validation
- 20.9.1. Quality vs. Validation
- 20.9.2. Tools and Techniques

20.10. Scope Control
- 20.10.1. Project Management Data and Information
- 20.10.2. Types of Work Performance Reports
- 20.10.3. Tools and Techniques

## **Module 21.** Time Management for Technology Projects

21.1. Estimated Duration of Project Tasks
- 21.1.1. Three-Point Estimation
  - 21.1.1.1. Most Likely (tM)
  - 21.1.1.2. Optimistic (tO)
  - 21.1.1.3. Pessimistic (tP)
- 21.1.2. Analogous Estimate
- 21.1.3. Parametric Estimation
- 21.1.4. Bottom-Up Estimates
- 21.1.5. Decision Making
- 21.1.6. Expert Judgment

21.2. Definition of Activities and Breakdown of Project Work
- 21.2.1. Decomposition
- 21.2.2. Defining Activities
- 21.2.3. Breakdown of Project Work
- 21.2.4. Activity Attributes
- 21.2.5. List of Milestones

21.3. Sequencing of Activities
- 21.3.1. List of Activities
- 21.3.2. Attributes of the Activities
- 21.3.3. Method of Diagramming Provenance
- 21.3.4. Determination and Integration of Units
- 21.3.5. Advances and Delays
- 21.3.6. Network Diagram of the Project Schedule

21.4. Estimation of Activity Resources
- 21.4.1. Assumption Log
- 21.4.2. List of Activities
- 21.4.3. Attributes of the Activities
- 21.4.4. Assumption Log
- 21.4.5. Lessons Learned Register
- 21.4.6. Project Team Assignments
- 21.4.7. Resource Breakdown Structure

21.5. Estimated Duration of Activities
- 21.5.1. Law of Diminishing Returns
- 21.5.2. Number of Resources
- 21.5.3. Technological Advances
- 21.5.4. Staff Motivation
- 21.5.5. Project Documentation

21.6. Schedule Development
- 21.6.1. Schedule Network Analysis
- 21.6.2. Critical Path Method
- 21.6.3. Resource Management
  - 21.6.3.1. Resource Leveling
  - 21.6.3.2. Stabilization of Resources
- 21.6.4. Advances and Delays
- 21.6.5. Schedule Compression
  - 21.6.5.1. Intensification
  - 21.6.5.2. Fast Execution
- 21.6.6. Baseline Schedule
- 21.6.7. Project Timeline
- 21.6.8. Schedule Data
- 21.6.9. Project Schedules

21.7. Types of Relationships and Types of Dependencies between All Project Activities
- 21.7.1. Mandatory Dependencies
- 21.7.2. Discretionary Units
  - 21.7.2.1. Preferred Logic
  - 21.7.2.2. Preferential Logic
  - 21.7.2.3. Soft Logic
- 21.7.3. External Units
- 21.7.4. Internal Units

21.8. Time Management Software in Technology Projects
- 21.8.1. Analysis of Different Software
- 21.8.2. Types of Software
- 21.8.3. Functionalities and Coverage
- 21.8.4. Utilities and Advantages

21.9. Schedule Control
- 21.9.1. Job Performance Information
- 21.9.2. Schedule Forecasts
- 21.9.3. Change Requests
- 21.9.4. Update to the Time Management Plan
- 21.9.4. Project Document Updates

21.10. Time Recalculation
- 21.10.1. Critical Path
- 21.10.2. Calculation of Minimum and Maximum Times
- 21.10.3. Project Clearances
  - 21.10.3.1. What Is It?
  - 21.10.3.2. How to Use It?
- 21.10.4. Total Float
- 21.10.5. Free Float

## **Module 22.** Technology Project Cost Management

22.1. What Is the Cost Management Plan?
- 22.1.1. Planning Tools and Techniques
- 22.1.2. Cost Planning Results

22.2. Estimate Costs. Types of Estimates. Reserve Analysis
- 22.2.1. Useful Information for Cost Estimation
- 22.2.2. Tools and Techniques for Cost Estimation
- 22.2.3. Results of Cost Budget Preparation

22.3. Types of Project Costs
- 22.3.1. Direct and Indirect Costs
- 22.3.2. Fixed and Variable Costs

22.4. Project Evaluation and Selection
- 22.4.1. Financial Dimensions of a Project
- 22.4.2. VAN
- 22.4.3. TIR & RRN
- 22.4.4. Payback Period

22.5. Setting the Budget
- 22.5.1. Useful Information for the Preparation of the Project Budget
- 22.5.2. Tools and Techniques for Cost Budget Preparation
- 22.5.3. Results of Project Budget Preparation

22.6. Cost Projections
- 22.6.1. Cost Management Data and Information
- 22.6.2. Types of Cost Performance Reports

22.7. Earned Value Management (EVM)
- 22.7.1. Base Variables and Status Variables
- 22.7.2. Forecasts
- 22.7.3. Emerging Techniques and Practices

22.8. Project Cash Flow
- 22.8.1. Types of Cash Flows
- 22.8.2. Estimation of Net Cash Flows Associated with a Project
- 22.8.3. Discounted Cash Flows
- 22.8.4. Application of Risk to Cash Flows

22.9. Cost Control
- 22.9.1. Cost Control Objectives and Benefits
- 22.9.2. Tools and Techniques

## **Module 23.** Technology Project Quality Management

23.1. Importance of Quality Management in Projects
- 23.1.2. Key Concepts
- 23.1.3. Difference between Quality and Grade
- 23.1.4. Precision
- 23.1.5. Accuracy
- 23.1.6. Metrics

23.2. Quality Theorists
- 23.2.1. Edwards Deming
  - 23.2.1.1. Shewart-Deming Cycle (Plan-Do-Check-Act)
- 23.2.2. Continuing Improvement
- 23.2.3. Joseph Juran. Pareto Principle
  - 23.2.3.1. Fitness for Purpose Theory
- 23.2.4. Total Quality Management Theory
- 23.2.5. Kaoru Ishikawa (Herringbone)
- 23.2.6. Philip Crosby (Cost of Low Quality)

23.3. Regulations: ISO 21500
- 23.3.1. Introduction
- 23.3.2. Background and History
- 23.3.3. Objectives and Characteristics
- 23.3.4. Process Group - Subject Group
- 23.3.5. ISO 21500 vs. PMBOK
- 23.3.6. Future of the Standard

23.4. Emerging Trends and Practices in Quality Management
- 23.4.1. Policy Compliance and Auditing
- 23.4.2. Standards and Compliance
- 23.4.3. Continuing Improvement
- 23.4.4. Stakeholder Involvement
- 23.4.5. Recurring Retrospectives
- 23.4.6. Subsequent Retrospectives

23.5. Quality Management Planning
- 23.5.1. Cost-Benefit Analysis
- 23.5.2. Multi-Criteria Decision Analysis
- 23.5.3. Test Planning and Inspection
- 23.5.4. Flow Diagrams
- 23.5.5. Logical Data Model
- 23.5.6. Matrix Diagram
- 23.5.7. Interrelationship Digraphs

23.6. Quality Compliance and Noncompliance Costs
- 23.6.1. Compliance Costs
- 23.6.2. Non-Compliance or Non-Conformance Costs
- 23.6.3. Prevention Costs
- 23.6.4. Valuation Costs
- 23.6.5. Internal Failures
- 23.6.6. External Failures
- 23.6.7. Marginal Cost of Quality
- 23.6.8. Optimum Quality

23.7. Quality Management
- 23.7.1. Checklists
- 23.7.2. Analysis of Alternatives
- 23.7.3. Document Analysis
- 23.7.4. Process Analysis
- 23.7.5. Root Cause Analysis
- 23.7.6. Cause and Effect Diagrams
- 23.7.7. Histograms
- 23.7.8. Scatter Plots
- 23.7.9. Design for X
- 23.7.10. Quality Improvement Methods

23.8. Quality Audits
- 23.8.1. What Is an Internal Quality Audit?
- 23.8.2. Different Types of Audits
- 23.8.3. Objectives of an Internal Audit
- 23.8.4. Benefits of Internal Audits
- 23.8.5. Actors Involved in Internal Auditing
- 23.8.6. Internal Audit Procedure

23.9. Quality Control
- 23.9.1. Verification Sheets
- 23.9.2. Statistical Sampling
- 23.9.3. Questionnaires and Surveys
- 23.9.4. Performance Reviews
- 23.9.5. Inspection
- 23.9.6. Product Testing/Evaluation
- 23.9.7. Retrospectives and Lessons Learned

## **Module 24.** Management of Technology Project Resources

24.1. Responsibilities and Role of Human Resources in Projects
- 24.1.1. Project Manager
- 24.1.2. Sponsor
- 24.1.3. Functional Director
- 24.1.4. Program Director
- 24.1.5. Portfolio Manager
- 24.1.6. Team Members

24.2. Management of Technology Resources
- 24.2.1. What Are Technology Resources?
- 24.2.2. Optimization
- 24.2.3. Valorization
- 24.2.4. Protection

24.3. Human Resource Management Planning and Estimating Activity Resources
- 24.3.1. Resources Management Plan
  - 24.3.1.1. Data Representation
  - 24.3.1.2. Organizational Theory
- 24.3.2. Resource Requirements
- 24.3.3. Basis of Estimates
- 24.3.4. Resource Breakdown Structure
- 24.3.5. Resource Document Updates

24.4. Different Powers of the Project Manager
- 24.4.1. Power and Influence
- 24.4.2. Reward Power
- 24.4.3. Power of Punishment
- 24.4.4. Expert Power
- 24.4.5. Power of Reference
- 24.4.6. Formal Power of Attorney
- 24.4.7. Practical Exercises on How to Use the Different Powers of the Project Manager

24.5. Acquisition of the Right Project Equipment for our Project
- 24.5.1. What Is Equipment Acquisition?
- 24.5.2. Means of Equipment Acquisition
  - 24.5.2.1. Hiring
  - 24.5.2.2. Outsourcing
- 24.5.3. Decision Making
  - 24.5.3.1. Availability
  - 24.5.3.2. Costs
  - 24.5.3.3. Experience
  - 24.5.3.4. Skills
  - 24.5.3.5. Knowledge
  - 24.5.3.6. Capabilities
  - 24.5.3.7. Attitudes
  - 24.5.3.8. International Factors
- 24.5.4. Pre-Assignment
- 24.5.5. Virtual Teams

24.6. Development of Interpersonal Skills (Soft Skills):
- 24.6.1. Leadership
- 24.6.2. Motivation
- 24.6.3. Communication
- 24.6.4. Influence
- 24.6.5. Group Facilitation
- 24.6.6. Creativity
- 24.6.7. Emotional Intelligence
- 24.6.8. Decision Making

24.7. Project Team Development
- 24.7.1. Recognition and Rewards
  - 24.7.1.2. Preconditions to be Met for Its Application
  - 24.7.1.3. Create a Recognition and Reward System
- 24.7.2. Training
- 24.7.3. Collocation (Tight-Matrix)
- 24.7.4. Communication Technology
- 24.7.5. Team Building Activities

24.8. Project Team Management. Performance Appraisals, Project Team Management
- 24.8.1. Planning
- 24.8.2. Types of Assessments
  - 24.8.2.1. Personal Assessments. 360º Assessments
  - 24.8.2.2. Team Assessments
- 24.8.3. Variables Definition
- 24.8.4. Design of the Performance Evaluation System
- 24.8.5. Implementation and Training of Evaluators

24.9. Conflict Management and Resolution Techniques
- 24.9.1. What Are Project Conflicts? Types
- 24.9.2. Collaborate/Problem Solve
- 24.9.3. Compromise/Reconcile
- 24.9.4. Withdraw/Avoid
- 24.9.5. Smooth/Accommodate
- 24.9.6. Force/Direct
- 24.9.7. Practical Exercises to Know When to Use Each Conflict Resolution Technique

24.10. Emerging Trends and Practices in Resource Management for Technology Projects
- 24.10.1. Methods for Resource Management
- 24.10.2. Emotional Intelligence (EI)
- 24.10.3. Self-Organized Teams
- 24.10.4. Virtual Teams/Distributed Teams
- 24.10.5. Considerations for Adaptation
- 24.10.6. Considerations for Agile/Adaptive Environments

## **Module 25.** Communications and Stakeholder Management for Technology Projects

25.1. Communications Management Planning
- 25.1.1. Why Is a Communications Management Plan Important?
- 25.1.2. Introduction to Communications Management
- 25.1.3. Communications Analysis and Requirements
- 25.1.4. Dimensions of Communications
- 25.1.4. Techniques and Tools

25.2. Communication Skills
- 25.2.1. Conscious Emission
- 25.2.2. Active Listening
- 25.2.3. Empathy
- 25.2.4. Avoid Bad Gestures
- 25.2.5. Reading and Writing
- 25.2.6. Respect
- 25.2.7. Persuasion
- 25.2.8. Credibility

25.3. Effective, Efficient Communication and Types of Communication
- 25.3.1. Definition
- 25.3.2. Effective Communication
- 25.3.3. Efficient Communication
- 25.3.4. Formal Communication
- 25.3.5. Informal Communication
- 25.3.6. Written Communication
- 25.3.7. Verbal Communication
- 25.3.8. Practical Exercises on the Use of Communication Types in a Project

25.4. Communications Management and Control
- 25.4.1. Project Communications Management
- 25.4.2. Communication Models
- 25.4.3. Communication Methods
- 25.4.4. Project Communications Channels

25.5. Emerging Trends and Practices in the Field of Communication
- 25.5.1. Evaluation of Communication Styles
- 25.5.2. Political Awareness
- 25.5.3. Cultural Awareness
- 25.5.4. Communication Technology

25.6. Stakeholder Identification and Analysis
- 25.6.1. Why Is It Important to Manage Stakeholders?
- 25.6.2. Stakeholder Analysis and Registration
- 25.6.3. Stakeholder Interests and Concerns
- 25.6.4. Considerations for Agile and Adaptive Environments

25.7. Stakeholder Management Planning
- 25.7.1. Appropriate Management Strategies
- 25.7.2. Tools and Techniques

25.8. Stakeholder Participation Management. Management strategy
- 25.8.1. Methods for Increasing Support and Minimizing Resistance
- 25.8.2. Tools and Techniques

25.9. Stakeholder Involvement Monitoring
- 25.9.1. Stakeholder Performance Report
- 25.9.2. Tools and Techniques

## **Module 26.** Technology Project Acquisition Management

26.1. Introduction to Acquisition Management
- 26.1.1. Definition of Contract
- 26.1.2. Legal Framework Acquisitions

26.2. Basic Concepts
- 26.2.1. Definition of Contract
- 26.2.2. The Project Manager and the Contract
- 26.2.3. Main Activities
- 26.2.4. Centralized and Decentralized Contracting

26.3. Procurement Management: Benefits
- 26.3.1. Definition of the Acquisition Strategy
- 26.3.2. Types of Strategies

26.4. Acquisitions in Adaptive Environments

26.5. Types of Contracts
- 26.5.1. Fixed Price Contracts
- 26.5.2. Reimbursable Cost Contracts
- 26.5.3. Time and Materials Contracts

26.6. Procurement Documentation
- 26.6.1. Types of Documents in the Context of an Acquisition
- 26.6.2. Document Flows in Procurement Management

26.7. Negotiation with Suppliers
- 26.7.1. Negotiation Objectives with Suppliers
- 26.7.2. Negotiation Techniques with Suppliers

26.8. Procurement Management Planning
- 26.8.1. Procurement Management Plan
- 26.8.2. Tools and Techniques

26.9. Procurement
- 26.9.1. Search, Selection and Evaluation of Bids
- 26.9.2. Tools and Techniques
- 26.9.3. Bid Weighting Matrix

26.10. Procurement Monitoring and Control
- 26.10.1. Procurement Monitoring and Control Points by Contract Type
- 26.10.2. Tools and Techniques

## **Module 27.** PMP® or CAPM® Certification and Code of Ethics. Emerging Trends and Practices in the Management and Administration of Technology Projects

27.1. What Is PMP®, CAPM® and PMI®?
- 27.1.1. What Is PMP®
- 27.1.2. CAPM®
- 27.1.3. PMI®
- 27.1.4. PMBOK

27.2. Advantages and Benefits of Obtaining PMP® and CAPM® Certification
- 27.2.1. Techniques and Tricks to Pass the PMP® and CAPM® Certification Exams on the First Attempt
- 27.2.2. PMI-isms

27.3. Professional Experience Report to the PMI® (Project Management and Design Institute)
- 27.3.1. Becoming a PMI® Member
- 27.3.2. PMP® and CAPM® Certification Exam Entry Requirements
- 27.3.3. Analysis of the Student's Professional Experience
- 27.3.4. Student Work Experience Report Help Template
- 27.3.5. PMI® Software Experience Report

27.4. PMP® or CAPM® Certification Examination
- 27.4.1. What Is the PMP® and CAPM® Certification Exam Like?
- 27.4.2. Number of Scoring and Non-scoring Questions
- 27.4.3. Duration of the Exam
- 27.4.4. Passing Threshold
- 27.4.5. Number of Questions per Process Group
- 27.4.6. Qualification Methodology

27.5. Agile Methodologies:
- 27.5.1. Agile
- 27.5.2. SCRUM
- 27.5.3. Kanban
- 27.5.4. Lean
- 27.5.5. Comparison with PMI® Certifications

27.6. Software Development in Agile Methodologies
- 27.6.1. Analysis of the Different Software on the Market
- 27.6.2. Advantages and Benefits

27.7. Advantages and Limitations of Implementing Agile Methodologies in Your Technology Projects
- 27.7.1. Advantages
- 27.7.2. Limitations
- 27.7.3. Agile Methodologies vs. Traditional Tools

27.8. Code of Ethics in the Management of Your Projects
- 27.8.1. Responsibility
- 27.8.2. Respect
- 27.8.3. Impartiality

04

# Teaching Objectives

Through this exclusive TECH program, experts will have a solid understanding of Technology Project Management in the Company. They will also gain a wide range of skills for the creation of proposals, from their conception to their implementation process. In this way, professionals will have the necessary resources to experience a leap in their career path and elevate them to a higher level.

*You will optimally control the budget of initiatives, ensuring effective use of available financial resources"*

## General Objectives

- Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- Develop the key leadership skills that should define working professionals
- Develop strategies for making decisions in a complex and unstable environment
- Encourage the creation of corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives
- Work more effectively, more agile and more aligned with today's new technologies and tools
- Design innovative strategies and policies to improve management and business efficiency
- Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community
- Clarify the economic environment in which the company operates and develop appropriate strategies to anticipate changes
- Apply information and communication technologies to the different areas of the company
- Carry out the marketing strategy that allows to make the product known to potential clients and to generate an adequate image of the company
- Establish the appropriate guidelines for the company's adaptation to the changing society
- Propose a dynamic business model that supports its growth in intangible resources
- Increase the employability of the professional studying this Advanced Master's Degree
- Improve the salary level that professionals have at the time of obtaining this degree
- Understand how to manage companies, work and people in environments of high uncertainty
- Know how to work more effectively, agile and more aligned with new technologies and current tools
- Learn the key legal issues when drafting a project contract
- Know the best methods to get your team not only involved but also committed to it
- Understand the importance of corporate social responsibility as an essential part of any project
- Know how to prioritize and delay projects and ideas within an organization



## Specific Objectives

### Module 1. Leadership, Ethics and Social Responsibility in Companies

- Develop ethical leadership skills that integrate social responsibility and sustainability practices into business strategy
- Make decisions that promote social well-being, respect for the environment and long-term value creation for all stakeholders

### Module 2. Strategic Management and Executive Management

- Specialize in the formulation and execution of business strategies that guarantee sustainable growth and competitiveness in dynamic markets
- Acquire skills in the management of executive teams, leading the transformation of the organization to adapt to the challenges of the global environment

### Module 3. People and Talent Management

- Provide tools for human talent management, from attracting to retaining the best professionals
- Design human resources strategies that align personnel competencies with the company's strategic objectives

### Module 4. Economic and Financial Management

- Delve into strategic financial decision making to maximize profitability and minimize risks in the company
- Develop skills in financial planning, budget control and investment management at the organizational level

### Module 5. Operations and Logistics Management

- Delve into the efficient management of operations and logistics, optimizing the supply chain to reduce costs and improve productivity
- Specialize in the implementation of operational processes that align business strategy with market demand

### Module 6. Information Systems Management

- Delve into the integration and management of information systems within the company, improving operational efficiency and data-driven decision making
- Develop skills to apply technological solutions that optimize processes and ensure market competitiveness

### Module 7. Commercial Management, Strategic Marketing and Corporate Communications

- Delve into the creation of commercial and marketing strategies that increase brand visibility and optimize customer relations
- Examine the management of corporate communication to strengthen the company's identity and reputation in the marketplace

### Module 8. Market Research, Advertising and Commercial Management

- Master market research techniques to identify business opportunities and develop effective advertising strategies
- Obtain skills to manage commercial activity, optimizing advertising campaigns and ensuring the achievement of objectives

### Module 9. Innovation and Project Management

- Develop skills in the management of innovative projects, managing change and continuous adaptation to new trends and technologies
- Specialize in the planning, execution and evaluation of innovation projects that generate long-term value for the organization

### Module 10. Executive Management

- Specialize in the development of management skills to lead teams, make strategic decisions and manage organizational performance
- Be able to create a culture of innovation, responsibility and commitment that optimizes the company's results

### Module 11. Project Scope and Schedule

- Delve into the definition of the project scope, ensuring that all aspects are covered without deviations in time or resources
- Develop skills to manage and control project schedules, ensuring compliance with the established deadlines

### Module 12. Project Financial Management

- Delve into project economic management, including budgeting, cost management and financial resource allocation
- Address financial decision making within projects to optimize the use of resources and maximize return on investment

### Module 13. Recruitment and Project Quality

- Inquire into contract management and supplier and customer relations, ensuring that quality standards are met on projects
- Gain skills to implement effective quality controls during all phases of a project

### Module 14. Innovative Organizations and Projects
- Delve into the structuring and organization of innovative projects that boost competitiveness and organizational efficiency

### Module 15. Agile Methodologies
- Manage agile methodologies, such as Scrum and Kanban, to manage projects in an efficient and flexible way
- Acquire skills to implement agile methods to improve productivity and adaptability of work teams

### Module 16. PMO
- Analyze the management and supervision of a project management office, ensuring the alignment of projects with the company's strategic objectives
- Implement best practices in project management, standardizing processes and improving organizational performance

### Module 17. Project Risk Management
- Develop skills in the identification, assessment and mitigation of risks within projects
- Train to implement risk management strategies to ensure project success and continuity

### Module 18. Introduction to Project Finance
- Delve into the financial fundamentals applied to projects, including feasibility assessment and financial resource management
- Be able to calculate the profitability of projects and ensure their economic viability

### Module 19. Introduction to Technology Project Design and Management and Technology Project Integration Management
- Delve into the management of technology projects, from planning to the integration of new technologies into existing processes
- Design and manage technology projects, aligning them with the strategic objectives of the organization

### Module 20. Technology Project Scope Management
- Analyze the definition and management of the scope of technology projects, ensuring that the established objectives are met without deviations
- Develop skills to manage stakeholder expectations and project resources

### Module 21. Time Management for Technology Projects
- Delve into the efficient management of time in technology projects, including the planning of activities and the optimization of deadlines
- Be able to identify bottlenecks and implement solutions to ensure on-time project delivery

### Module 22. Technology Project Cost Management
- Train in the planning and control of costs in technology projects, ensuring compliance with the assigned budget
- Perform an optimal monitoring of costs and make decisions to keep the project within the financial limits

### Module 23. Technology Project Quality Management

- Delve into the implementation of quality controls in technology projects, ensuring that deliverables meet established standards
- Delve into the measurement and evaluation of quality in all phases of the project

### Module 24. Management of Technology Project Resources

- Examine the efficient allocation and management of human, material and financial resources in technology projects
- Optimize the use of resources and ensure the long-term success of the project

### Module 25. Communications and Stakeholder Management for Technology Projects

- Develop skills to manage communications within the project, ensuring that all stakeholders receive the necessary information
- Train in the management of stakeholder expectations, aligning their interests with project objectives

### Module 26. Technology Project Acquisition Management

- Delve into procurement management in technology projects, ensuring that the right suppliers are selected and contracts are managed efficiently
- Investigate the negotiation of agreements that favor the success of the project

**Module 27. PMP® or CAPM® Certification and Code of Ethics. Emerging Trends and Practices in the Management and Administration of Technology Projects**

- Delve into preparation for PMP® or CAPM® certification, and the implementation of ethical and sustainable practices in technology project management
- Develop skills in the adoption of emerging trends and best practices that improve technology project management

*You have at your disposal a wide range of learning resources, accessible 24 hours a day, 7 days a week"*

05

# Career Opportunities

Upon completion of this program in Technology Project Management in the Company, professionals will gain a solid understanding of the methodologies and tools essential for planning, executing and supervising complex technology projects. In addition, graduates will design and implement strategies that optimize resources and ensure the success of technological initiatives in organizations. In this way, experts will improve their career prospects and assume specialized roles as Technology Project Managers.

*You will lead Digital Transformation processes in companies, integrating emerging technologies to optimize operational processes"*

### Graduate Profile

Graduates of the Technology Project Management in the Company program is a professional highly qualified to plan, execute and supervise complex technology projects. They have a deep knowledge of agile methodologies, digital tools and management strategies that optimize resources and ensure the success of technological initiatives. In addition, they are prepared to lead multidisciplinary teams, collaborate with different departments and act as a link between technology and business objectives, promoting innovation and organizational efficiency.

*You will ensure security and regulatory compliance in technology projects, protecting digital assets significantly.*

- **Project and Time Management:** A crucial skill is the ability to plan, organize and manage technology projects efficiently, including time management, resource allocation and coordination of multidisciplinary teams to meet established deadlines and objectives
- **Critical Thinking and Problem Solving:** Professionals develop the ability to analyze complex situations, identify technological and business challenges, and generate innovative and effective solutions that optimize processes and ensure the success of projects
- **Advanced Digital Competence:** In the current context, it is essential for professionals to handle digital tools and emerging technologies, from project management software to data analysis platforms, to optimize the execution and monitoring of technology projects
- **Strategic Thinking:** Develop the ability to align technology projects with the company's strategic objectives, identifying opportunities for innovation and ensuring that initiatives contribute to organizational growth and sustainability



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

1. **Technology Project Manager:** Expert in managing and directing technology projects within the company, ensuring alignment with strategic objectives and guaranteeing successful delivery on time and on budget
2. **Innovation Manager:** Professional in charge of leading technological innovation initiatives, developing and applying new solutions to improve the processes, products and services of the organization
3. **Technology Implementation Coordinator:** Specialist in coordinating the implementation of new technologies and systems, ensuring their effective integration into the existing infrastructure and its operational functionality
4. **Technology Project Management Consultant:** Advises companies in the planning, execution and optimization of their technological projects, improving efficiency, reducing costs and ensuring compliance with established objectives
5. **Technology Project Analyst:** Responsible for evaluating and analyzing the performance of technological projects, identifying areas for improvement and providing recommendations to optimize resources and results
6. **Agile Methodologies Specialist:** Expert in applying agile methodologies for the management of projects, facilitating the adaptability, collaboration and efficiency in dynamic and changing environments
7. **Information Technology Manager:** Responsible for overseeing and directing IT operations, aligning technology initiatives with business needs and ensuring business continuity
8. **Digital Transformation Manager:** Professional who leads digital transformation processes in the company, integrating emerging technologies to optimize processes, improve competitiveness and promote innovation
9. **Technology Project Security Coordinator:** Responsible for ensuring security and regulatory compliance in technology projects, protecting digital assets and minimizing cybersecurity risks
10. **Software Development Manager:** Specialist in leading software development teams, ensuring the delivery of high quality products that meet business needs and customer expectations

06

# Study Methodology

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

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

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

## The student: the priority of all TECH programs

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

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

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

## The most comprehensive study plans at the international level

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

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

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

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

## Case Studies and Case Method

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

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

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

## Relearning Methodology

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

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

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

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

## A 100% online Virtual Campus with the best teaching resources

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

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

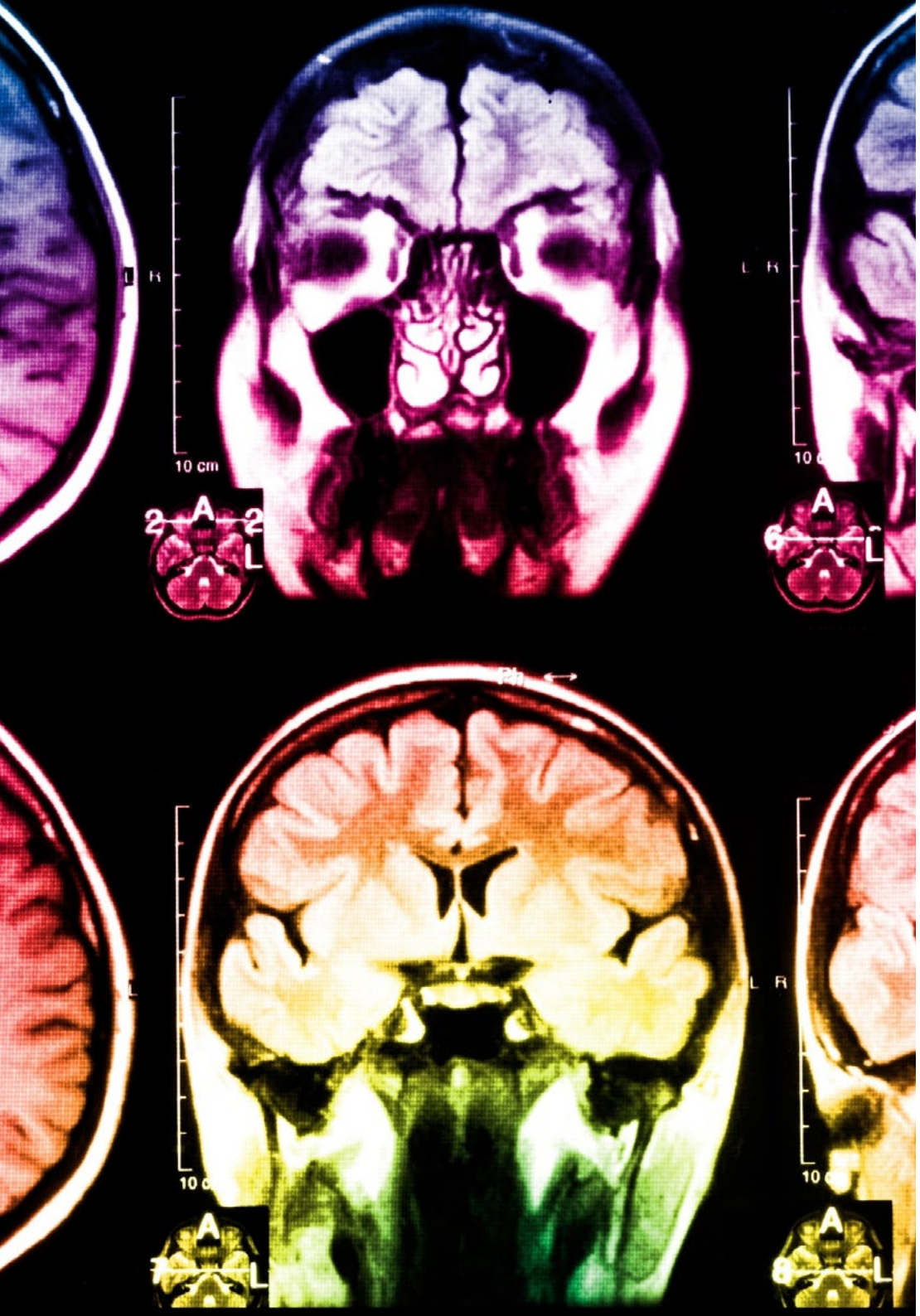
In order to facilitate tutor-student contact as much as possible, you will have a wide range of communication possibilities, both in real time and delayed (internal messaging, telephone answering service, email contact with the technical secretary, chat and videoconferences).

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

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

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

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



## The university methodology top-rated by its students

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

The students' assessment of the quality of teaching, quality of materials, course structure and objectives is excellent. Not surprisingly, the institution became the best rated university by its students on the Trustpilot review platform, obtaining a 4.9 out of 5.

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

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

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

### Study Material

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

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

### Practicing Skills and Abilities

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

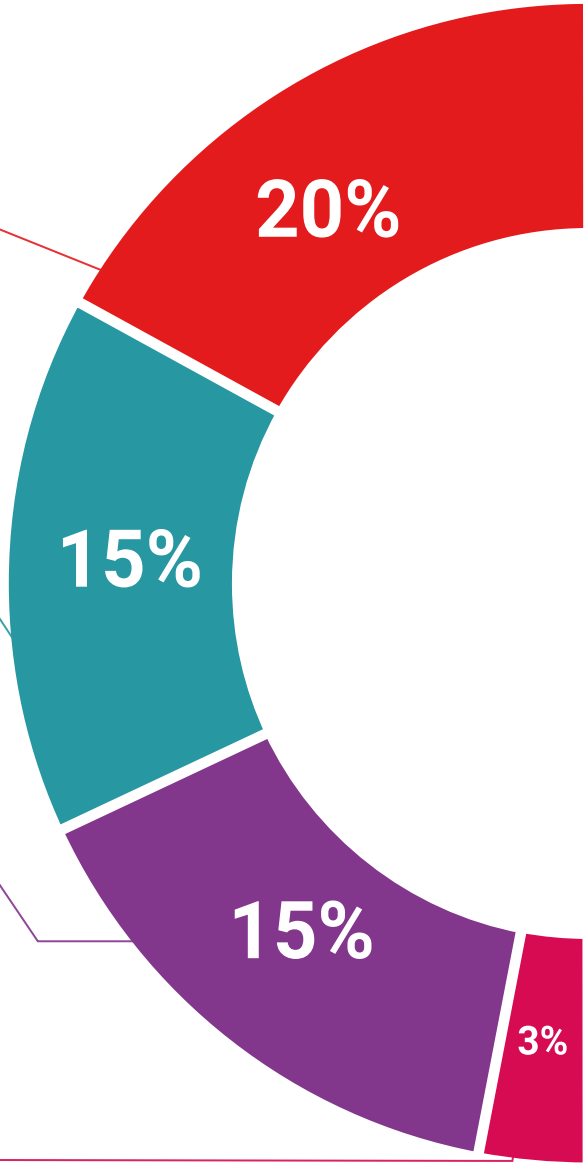
### Interactive Summaries

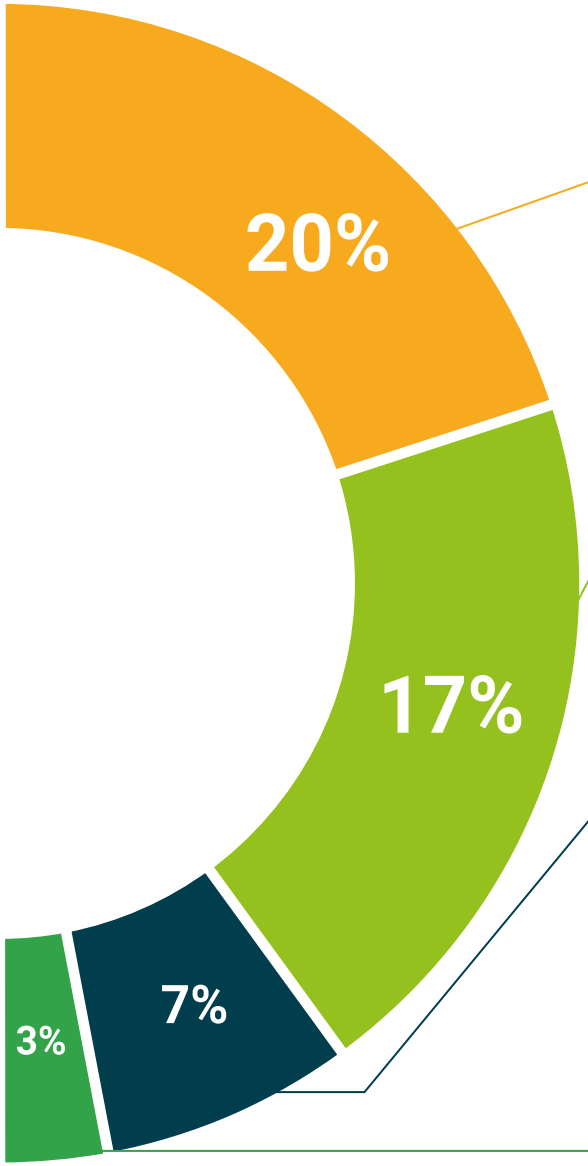
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

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

### Additional Reading

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






### Case Studies

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

### Testing & Retesting

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

### Classes

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

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

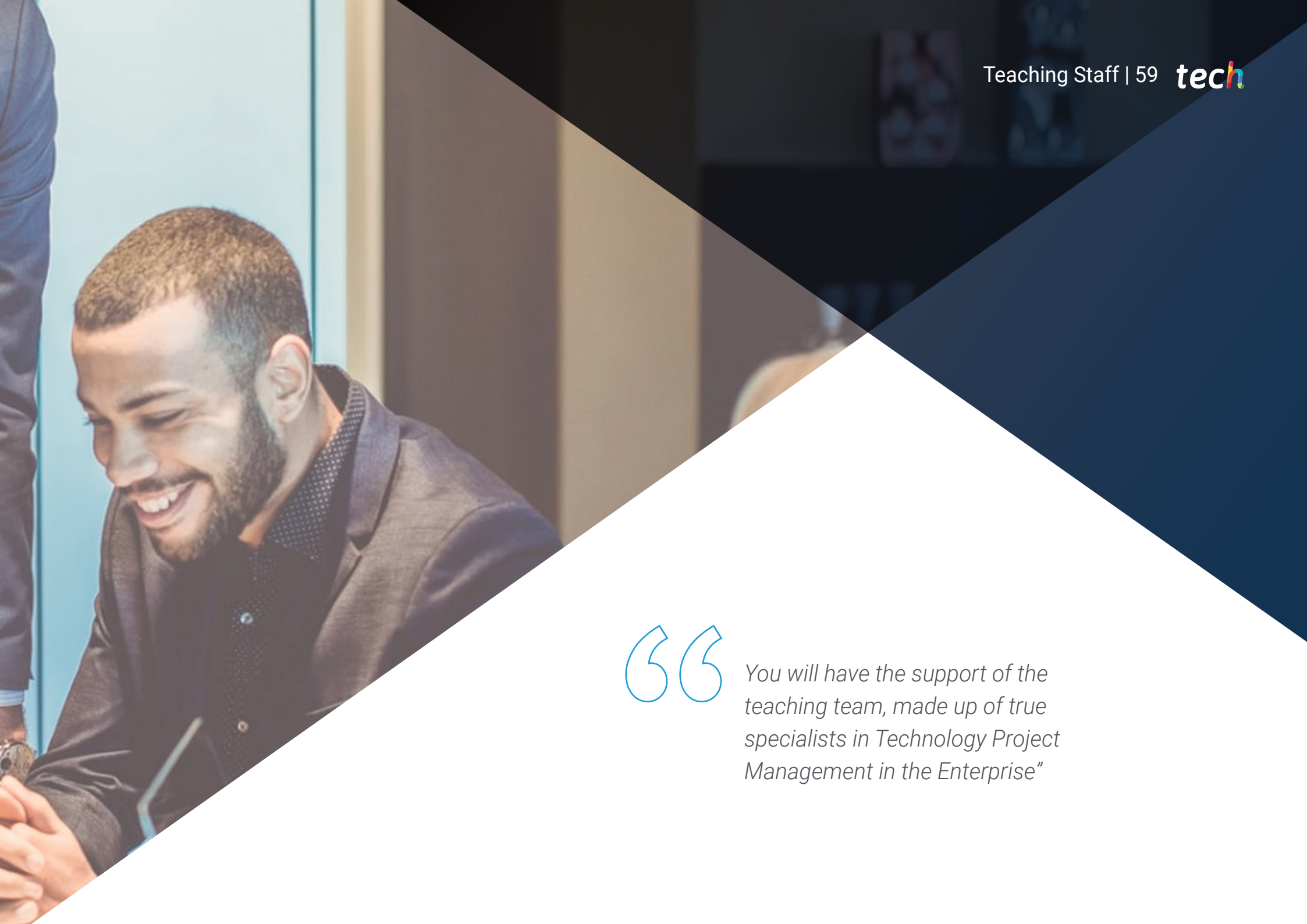
### Quick Action Guides

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

07

# Teaching Staff

Loyal to its philosophy of providing the most updated and complete university degrees in the academic panorama, TECH selects its diverse faculty with exhaustiveness. For this program, it has brought together the most prominent experts in the field of Technological Project Management in Business. These professionals have an extensive professional background, where they have developed multiple innovative solutions to help institutions improve their operational processes and ensure their long-term sustainability. Therefore, students will enjoy an immersive experience that will allow them to make a significant leap in quality in their careers.



*You will have the support of the teaching team, made up of true specialists in Technology Project Management in the Enterprise"*

## International Guest Director

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

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

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

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

## Mr. DeAngelis, J. Michael

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

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## International Guest Director

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

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

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

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

## Ms. Dove, Jennifer

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

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## International Guest Director

A technology leader with decades of experience in **major technology multinationals**, Rick Gauthier has developed prominently in the field of **cloud** services **and** end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of  engagement among his employees.

He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at **Amazon** has allowed him to manage and integrate the company's IT services in the United States. At **Microsoft** he led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

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

## Mr. Gauthier, Rick

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

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## International Guest Director

Romi Arman is a renowned international expert with more than two decades of experience in **Digital Transformation**, **Marketing, Strategy** and **Consulting**. Through that extended trajectory, he has taken different risks and is a permanent **advocate** for **innovation** and **change** in the business environment. With that expertise, he has collaborated with CEOs and corporate organizations from all over the world, pushing them to move away from traditional business models. In this way, he has helped companies such as Shell Energy become **true market leaders,** focused on their **customers** and the **digital world.**

The strategies designed by Arman have a latent impact, as they have enabled several corporations **to improve the experiences of consumers, staff** and **shareholders** alike. The success of this expert is quantifiable through tangible metrics such as **CSAT**, **employee engagement** in the institutions where he has practiced and the growth of the **EBITDA financial indicator** in each of them.

Also, in his professional career, he has nurtured and **led high-performance teams** that have even received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: meeting **customers**' complex **decarbonization** demands **supporting** a "**cost-effective decarbonization**" and **overhauling** a fragmented **data**, **digital and technology** landscape. Therefore, his efforts have shown that in order to achieve sustainable success, it is essential to start from the needs of consumers and lay the foundations for the transformation of processes, data, technology and culture.

In addition, the executive stands out for his mastery of the **business applications** of **Artificial Intelligence,** a subject in which he holds a postgraduate degree from the London Business School. At the same time, he has accumulated experience in **IoT** and **Salesforce.**

## Mr. Arman, Romi

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

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## International Guest Director

Manuel Arens is an **experienced data management professional** and leader of a highly qualified team. In fact, Arens holds the position of **global purchasing manager** in Google's Technical Infrastructure and Data Center division, where he has spent most of his professional career. Based in Mountain View, California, he has provided solutions for the tech giant's operational challenges, such as master **data integrity, vendor data updates** and vendor **prioritization** . He has led data center supply chain planning and vendor risk assessment, generating improvements in vendor risk assessment, resulting in process improvements and workflow management that have resulted in significant cost savings.

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

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

He has also led teams at companies such as Eaton, Airbus and Siemens, where he gained valuable account management and supply chain experience. He is particularly noted for continually exceeding expectations by **building valuable customer relationships** and **working seamlessly with people at all levels of an organization**, including stakeholders, management, team members and customers. His data-driven approach and ability to develop innovative and scalable solutions to industry challenges have made him a prominent leader in his field.

## Mr. Arens, Manuel

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

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## International Guest Director

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

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

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

Furthermore, in companies such as **Calvin Klein** or **Gruppo Coin**, he has undertaken projects to boost the **structure**, and **development** of **different collections**. In turn, he has been in charge of creating **effective calendars** for buying and selling **campaigns.**
He has also been in charge of the **terms**, **costs**, **processes** and **delivery times** of different operations.

These experiences have made Andrea La Sala one of the main and most qualified **corporate leaders** in **Fashion** and **Luxury**. A high managerial capacity with which he has managed to effectively **implement the positive positioning** of **different brands** and redefine their key performance indicators (KPIs).

## Mr. La Sala, Andrea

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

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## International Guest Director

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

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

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

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

## Mr. Gram, Mick

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

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## International Guest Director

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

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

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

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

## Mr. Stevenson, Scott

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

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## International Guest Director

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

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

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

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

## Ms. Thole-Muir, Wendy

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

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## Management

### Dr. Romero Mariño, Brunil Dalila

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

### Mr. Pampliega, Carlos

- Head of the Project and Risk Management Office, Consultant and Trainer in different Universities and Business Schools
- Director of the Project Management Course CEU Castilla y León Business School
- Director of PMI Castilla y León Branch
- Active Member of PMI-Madrid Spain Chapter
- Member of the Editorial Board of the Scientific Journal Building & Management.
- Member of the PMO Global Alliance Awards PMO Judges Committee.
- Architect specializing in Project and Risk Management
- Certified Associate in Risk Management by the George Washington University
- Certified Project Management Professional (PMP)
- Professional Scrum Master certified by Scrum.org

## Professors

### Dr. Roji Ferrari, Salvador

- Specialist in Accounting and Finance
- Author of several books on finance and business economics
- Doctorate in Accounting and Finance from the Complutense University of Madrid
- Degree in Journalism from the Complutense University of Madrid
- Master's Degree in Financial Science from the University of Maryland & Baltimore
- Master's Degree in Business Administration (MBA), University of Maryland & Baltimore

08

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General Structure of the Syllabus

| Year | Subject | ECTS | Type |
|---|---|---|---|
| 1º | Leadership, Ethics and Social Responsibility in Companies | 5 | CO |
| 1º | Strategic Management and Executive Management | 5 | CO |
| 1º | People and Talent Management | 5 | CO |
| 1º | Economic and Financial Management | 5 | CO |
| 1º | Operations and Logistics Management | 5 | CO |
| 1º | Information Systems Management | 5 | CO |
| 1º | Commercial Management, Strategic Marketing and | 5 | CO |
| 1º | Corporate Communications | 5 | CO |
| 1º | Market Research, Advertising and Commercial Management | 5 | CO |
| 1º | Innovation and Project Management | 5 | CO |
| 1º | Executive Management | 5 | CO |
| 1º | Project Scope and Schedule | 5 | CO |
| 1º | Project Financial Managemen | 4 | CO |
| 1º | Recruitment and Project Quality | 4 | CO |
| 1º | Innovative Organizations and Projectst | 4 | CO |
| 1º | Agile Methodologies | 4 | CO |
| 1º | PMO | 4 | CO |

| Year | Subject | ECTS | Type |
|---|---|---|---|
| 2º | Project Risk Management | 4 | CO |
| 2º | Introduction to Project Finance | 4 | CO |
| 2º | Introduction to Technology Project Design and Management and Technology Project Integration Management | 4 | CO CO |
| 2º | Technology Project Scope Management | 4 | CO |
| 2º | Time Management for Technology Projects | 4 | CO |
| 2º | Technology Project Cost Management | 4 | CO |
| 2º | Technology Project Quality Management | 4 | CO |
| 2º | Management of Technology Project Resources | 4 | CO |
| 2º | Communications and Stakeholder Management for Technology Projects | 4 | CO CO |
| 2º | Technology Project Acquisition Management | 4 | CO |
| 2º | PMP® or CAPM® Certification and Code of Ethics. Emerging | 4 | CO |
| 2º | Trends and Practices in the Management and Administration of Technology Projects | 4 | CO CO |

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