



## Hybrid Professional Master's Degree

MBA in Human Resources (CHRO, Chief Human Resources Officer)

Modality: Hybrid (Online + Internship)

Duration: 12 months

Certificate: TECH Technological University

Teaching Hours: 1,620 h.

 $We bsite: \textbf{www.techtitute.com/in/school-of-business/hybrid-professional-master-degree-hybrid-professional-master-degree-mba-human-resources-chro-chief-human-resources-officer$ 

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## tech 06 | Introduction

Human capital is one of the most important aspects of any institution, as their talent and commitment are key to organizational success. In a market characterized by constant expansion, the Chief Human Resources Officer (CHRS) plays a key role in effectively coordinating the efforts of the Human Resources department. In turn, this implies mastering aspects such as talent management, strategic communication or economic management.

With this in mind, TECH has decided to develop this Hybrid Professional Master's Degree, which offers students a theoretical and practical specialization to learn about the most relevant aspects of the Human Resources field. In addition, it is a unique opportunity to learn and develop the leadership skills that they will have to put into practice during their professional life.

During this 1-year Hybrid Professional Master's Degree, students will have an expert teaching team that will guide them through the management of human talent to achieve organizational objectives and create a highly productive work environment. They will also be provided with the most sophisticated technology in this field, highlighting the skills of the Professional Brand.

It should be noted that the contents of this program have been developed by experts in the field, who are currently working professionally and who have a broad background in the business area. Therefore, the students of this program have the guarantees that they demand to receive a quality education and up-to-date knowledge.

In these 1,500 hours of learning, students will attend a theoretical stage taught 100% online. During this stage, all the material of the syllabus will be available for downloading and viewing at any time. This freedom makes it easier for students to balance their personal obligations with an education that will allow them to grow in their professional field. In addition, at the end of this stage, students will attend a 3-week internship program with professionals from the field in a company dedicated to Human Resources.

This Hybrid Professional Master's Degree in MBA in Human Resources (CHRO, Chief Human Resources Officer) contains the most complete and up-to-date program on the market. Its most notable features are:

- Development of more than 100 practical cases presented by Human Resources professionals
- Its graphic, schematic and practical contents provide essential information on those disciplines that are indispensable for professional practice
- The latest recommendations on Profit and Loss Statement Analysis
- State-of-the-art performance evaluation and performance management tools
- Innovative Coaching and positive psychology techniques to motivate employees
- All of this will be complemented by 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
- Furthermore, you will be able to carry out an internship in one of the best companies





You will enjoy an intensive internship of 3 weeks in a reference institution in Human Resources and you will acquire all the necessary skills to progress professionally"

In this Hybrid Professional Master's Degree, of a professionalizing nature and blended learning modality, the program is aimed at updating Human Resources professionals who require a high level of qualification. The contents are based on the latest scientific evidence, and oriented in a didactic way to integrate theoretical knowledge into the practice of personnel management.

Thanks to its multimedia content elaborated with the latest educational technology, they will allow the Human Resources professional a situated and contextual learning, that is to say, a simulated environment that will provide an immersive learning programmed to learn in real situations. This program is designed around Problem-Based Learning, whereby the professional must try to solve the different professional practice situations that arise throughout the program. For this purpose, the students will be assisted by an innovative interactive video system created by renowned and experienced experts.

Do you want to create your own Human Resources company? Take the plunge after completing this innovative program and succeed.

Balance your personal obligations with a 100% online Hybrid Professional Master's Degree in its theoretical stage.







# tech 10 | Why Study this Hybrid Professional Master's Degree?

#### 1. Updating from the latest technology available

Over the past few years, new technologies have emerged that have completely transformed the HR field. For example, evaluation and feedback platforms allow employees to provide continuous feedback on their professional performance. For this reason, TECH implements this Hybrid Professional Master's Degree for professionals to enter a Personnel Management environment replete with state-of-the-art technology in this field.

#### 2. Gaining in-depth knowledge from the experience of top specialists

TECH offers its students the personalized guidance of great experts in Human Resources. A group of them will assist them during the theoretical learning of the contents of this Hybrid Professional Master's Degree and others will be in charge of supervising the development of new skills during an intensive internship program.

#### 3. Entering first-class professional environments

Under meticulous criteria of excellence, TECH chooses the organizations that will host its graduates for the professional practice of this study program. All the selected entities have a high prestige, as well as the most innovative technologies in the business market.





# Why Study this Hybrid Professional | 11 **tech** Master's Degree?

#### 4. Combining the best theory with state-of-the-art practice

Although this program consists of a large theoretical part, its practical stage is also of vital importance. Through it, and by means of multiple practical learning tools, students will participate in projects that will provide them with the most up-to-date knowledge in Human Resources.

#### 5. Expanding the boundaries of knowledge

TECH has at its disposal a network of agreements and partners of international scope. In this way, its students can access internship centers located in different geographic latitudes and develop skills based on globalized standards.







## tech 14 | Objectives



## **General Objective**

• The main objective of the MBA in Human Resources (CHRO, Chief Human Resources Officer) is to encourage students to support the growth and talent of their company by means of a solid Human Resources Plan. To do so, they must be knowledgeable in several areas, including economic, communication and ethics. In this Internship Program, students will focus on the most important content in the day-to-day work of the Chief Human Resources Officer. In addition, real examples and case studies will be provided to illustrate the concrete application of all the theory



The program will strengthen your leadership skills and ability to make strategic decisions in the Human Resources field"





#### **Specific Objectives**

- Gain a comprehensive view of a company's human resources management
- Analyze the selection processes in companies and the fundamental role they play in the future
- Design the personnel selection and recruitment process
- Analyze vacancies and possible profiles that best fit the positions and their positioning within the company
- Study the different personnel selection processes in depth
- Analyze the decisions of the different areas through the corporate culture model, both nationally and internationally
- Establish a valuable social network with other participants, teachers, business leaders and coaches to explore the challenges of today's changing environment
- Knowledge of the characteristics and components of organizational behavior and organizational culture
- Develop cutting-edge methodologies and techniques in people management and talent development within organization, through a strategic and innovative vision that favors challenges such as digital transformation and its impact on culture, business and talent management
- Develop and properly implement the main Human Resources policies: selection, learning and compensation
- Understand the financial and accounting basis of personnel management
- Enhance the possibilities that technology allows through Human Resources 2.0

- Know how to apply coaching techniques and positive psychology to motivate employees
- In-depth knowledge of human resources management and administration processes: hiring, dismissals, staff restructuring, collective bargaining, incapacity for work
- Be able to implement new work methodologies that are compatible with your business
- Practice appropriate internal communication techniques to maintain cohesion and correctly transmit strategic objectives
- Study in depth the different communication channels and their assertiveness in business processes
- Search for communication tools to make them planning, execution and achievement tools
- Identify existing corporate regulations and the professional ethics guidelines that are in place to prevent corporate offenses or misconduct
- Analyze cases where ethics is the main source of corporate error
- Study in depth corporate regulations that are exercised in the work environment
- Knowing how to manage personnel in the digital era, with the changes that this entails in the business organization
- Identify the digital access routes that staff can access to contact the corporate body







## tech 18 | Skills



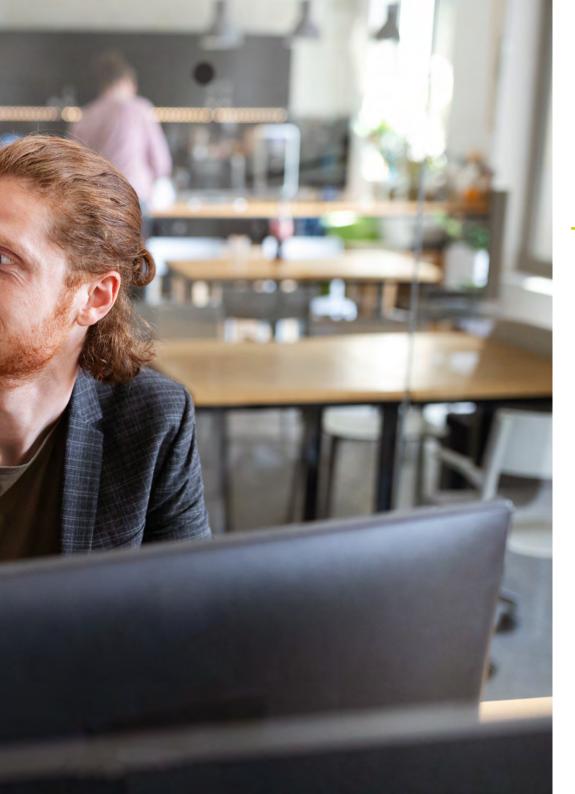
#### **General Skills**

- Have the ability to plan and organize the management level of an organization according to its structure and design
- Understand the strategies for planning and managing HR projects, have the ability to design jobs and understand the process and need for HR audits
- Develop knowledge related to finance, such as financial analysis, investment valuation and purchasing logistics, which will allow an integral vision of the organization to effectively establish the design and operation of the Human Resources area
- Knowledge and application of coaching concepts and strategies at the executive level, understanding the neurobiological principles of this process and its possible impact on self-control, personal growth and increased efficiency



With this program you will update your knowledge and keep up to date with the latest developments in Executive Coaching. That way you will be prepared to face any challenge that comes your way"







## **Specific Skills**

- Apply talent management strategies, identifying and selecting models and how to apply them efficiently in a particular organization
- Establish the appropriate methodology to have an effective communication within the organization, seeking the prevention of conflicts and solving and negotiating the existing ones in order to solve them quickly and effectively
- Understanding the importance of management in monitoring corporate social responsibility, taking into account the ethical component in labor, financial, environmental and social aspects
- Apply new forms of organization and new work methodologies adapted to digital business
- Understand and be able to implement talent management in companies, adapting to diversity, in compliance with labor regulations and respect for human rights
- Understand the evolution of Human Resources from an integrated and strategic vision

# 05 Course Management

In order to offer the highest possible quality to students, TECH has carefully selected a first class teaching staff. These professionals have an extensive professional background in the area of Human Resources. In this way, they are kept abreast of all the advances that have taken place in this field in order to offer services based on excellence. All this will allow specialists to acquire new and indepth knowledge thanks to the support of a teaching staff specialized in the area.



## tech 22 | Course Management

#### Management



#### Mr. González Ferrer, Óliver

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

#### **Professors**

#### Ms. Olmos Otero, Leire

- HR Manager at Sea & Ports MGM
- HR Manager at Marguisa Shipping Lines
- HR Technician at Prodemsa Asesores Legales y Tributales
- Master's Degree in Labor Law Consultancy
- Graduate in Labor Relations from Rey Juan Carlos University

#### Mr. Caparrós Jiménez, Javier

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





#### Ms. Cañas García, Ana

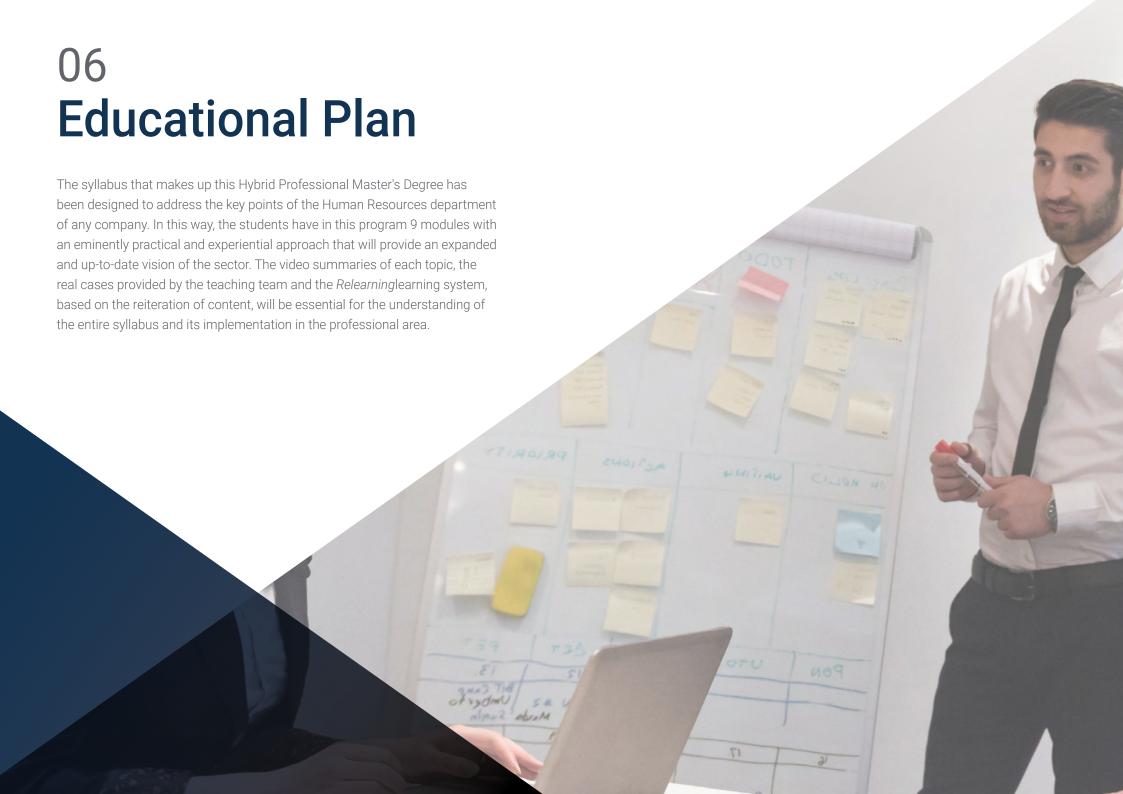
- Interim Chief of Staff at Jotelulu
- Partner-consultant and coordinator of the Digital Talent area at Cohaerentis
- Digital Talent Consultant at Talenttics
- International Recruitment Consultant at Binternational Group
- Recruitment Consultant at ARG Human Resources Advisor
- Degree in Law from the Carlos III University
- Graduate in Labor Relations from the Carlos III University

#### Ms. Lago Burgos, Iria

- Communication Manager at Obremo Group
- Communication, Marketing and Events at Innova&acción
- Corporate Communication and Marketing Coordinator at Trabajando.com
- Social Media Manager & Content Creator in MaDI
- Advanced Protocol at Communication, Marketing and Protocol
- Degree in Journalism from the Carlos III University

#### Dr. Ruiz Rodríguez, Raquel

- Director at Rétate Consulting, Talent and Science School
- Radio collaborator in the program "Rompiendo las Reglas"
- Director of Career Development
- HR Manager at Bureau Veritas
- PhD in Business Leadership from Rey Juan Carlos University
- Official Master's Degree in Neuromanagement from the Rey Juan Carlos University
- Gold level Master's Degree in Coaching at IEC
- Master's Degree in Human Resources at IMF
- Degree in Labor Relations from the University of Valencia





## tech 26 | Educational Plan

#### Module 1. Strategic HR Management

- 1.1. Evolution of HR. An Integrated Vision
- 1.2. Strategic Thinking and Systems
- 1.3. Planning and Management of HR Department Projects
- 1.4. Strategic Organizational Design
- 1.5. Job Design, Recruitment, and Selection
- 1.6. Strategic Leadership
- 1.7. Auditing and Control of HR Function

#### Module 2. HR Management and Administration Process

- 2.1. Labor Recruitment
- 2.2. Labor Intermediation
- 2.3. Labor Relations and Information Technology
- 2.4. Dismissals and Workforce Restructuring
- 2.5. Collective Bargaining
- 2.6. Occupational Disability and Health
- 2.7. Occupational Health and Quality

#### Module 3. Organizational Behavior

- 3.1. Organizational Culture
- 3.2. Organizational Structure
- 3.3. Organization Management
- 3.4. Behavior and Organizational Changes
- 3.5. Power and Politics
- 3.6. HR Department Organization
- 3.7. People in Organizations
- 3.8. Knowledge Management

#### Module 4. Financial Management and Administration

- 4.1. Financial and Accounting Basis for HR Management
- 4.2. Financial Diagnosis
- 4.3. Income Losses and Gains Analysis
- 4.4. Compensation Policy Management
- 4.5. Compensation and Non-Economic Benefits

#### Module 5. Executive Coaching

- 5.1. Neuromanagement
- 5.2. Self-control and Self-efficacy
- 5.3. Coaching
- 5.4. Positive Psychology
- 5.5. Management and Emotional Intelligence
- 5.6. Empathy and Collaboration
- 5.7. Time Management

#### Module 6. Talent Management

- 6.1. Job Analysis
- 6.2. Selection, Group Dynamics and HR Recruitment
- 5.3. Human Resources Management by Competencies
- 6.4. Performance Evaluation and Performance Management
- 6.5. Training Management
- 6.6. Talent Management
- 6.7. Innovation in Talent and People Management
- 6.8. Motivation
- 6.9. Employer Branding
- 6.10. Developing High Performance Teams



#### Module 7. Strategic Communication

7.1. Interpersonal Communication

#### Module 8. Ethics and Corporate Social Responsibility

- 8.1. The Managerial Role and CSR
- 8.2. Corporate Responsibility

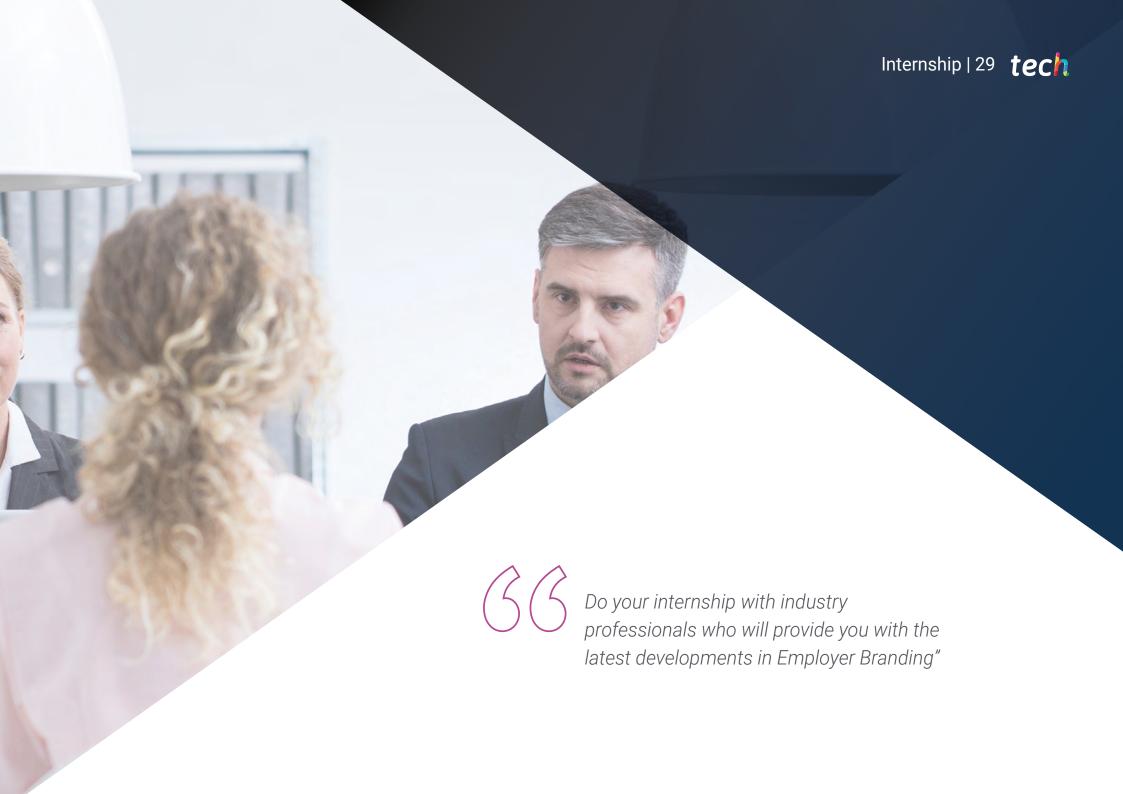
#### Module 9. Transforming Human Resources in the Digital Era

- 9.1. New Forms of Organization and New Work Methodologies
- 9.2. Digital Skills and Professional Brand
- 9.3. HR and Data Analysis
- 9.4. Managing People in the Digital Age



This program will raise your professional horizons and make you an expert in Human Resources"





## tech 30 | Internship

The internship period of this Human Resources program consists of a practical stay in an institution, where students will be able to acquire a real experience of how to face business challenges in the selection, remuneration, motivation and strategic management of people in the institutional environment. All this with the supervision of specialized staff who will accompany and guide them so that the learning process is as complete as possible.

The students will be from Monday to Friday with 8 consecutive hours of practical learning. This internship will allow us to see how everything we have learned in the theoretical framework can be transferred to the real world of Human Resources. TECH's teaching team of this program will be carrying out the tutoring work, so that the students achieve an optimal, complete and quality learning in this stage.

Undoubtedly, this is an opportunity to learn by working in Employee Management, where students will be able to evaluate the performance and performance management of workers. They will also apply coaching and positive psychology techniques to motivate employees and encourage them to be more efficient in their jobs.

The practical part will be carried out with the active participation of the student performing the activities and procedures of each area of competence (learning to learn and learning to do), with the accompaniment and guidance of teachers and other learning partners that facilitate teamwork and multidisciplinary integration as transversal competencies for the practice of Human Resources (learning to be and learning to relate).



The procedures described below will be the basis of the practical part of the program, and their implementation will be subject to the center's own availability and workload, the proposed activities being the following:

Module	Practical Activity
Organizational Behavior	Identify the organization's HR needs, recruit candidates, conduct interviews and make hiring decisions
	Design learning programs to develop employee skills and competencies
	Implement performance appraisal systems to measure employee performance
	Develop effective communication strategies to ensure that key messages are conveyed to all levels of the organization
	Conduct surveys and analysis to assess the work environment, identifying areas for improvement and taking action to create a more productive work environment
Financial Management and <i>Administration</i>	Develop budgets that reflect the costs associated with staffing
	Manage data analytics tools to make data-driven HR management decisions, such as predicting turnover trends
	Implement performance appraisal systems that are linked to incentives and salary increases, which identify employees who make outstanding contributions to the organization
	Ensure that HR policies comply with local and state labor regulations
	Maintain effective relationships with labor unions and manage labor agreements or negotiations
Talent Management	Detect employee development needs and create training programs that promote professional growth
	Implement performance evaluation systems that serve to improve employee performance, providing feedback and setting improvement goals
	Create strategies and programs aimed at retaining talented employees, including development opportunities
	Help employees adapt to organizational changes, such as restructuring or implementation of new technologies
	Facilitate effective communication within the company to keep employees informed and engaged

Module	Practical Activity
Strategic Communication	Design strategic communication plans that are aligned with the company's objectives and vision
	Ensure that employees understand the company's policies and procedures, including benefits, labor regulations and codes of conduct
	Conduct awareness campaigns on issues relevant to employees, such as diversity, inclusion, health and wellness
	Coordinate communication in crisis situations, such as workplace accidents, mass layoffs or labor relations issues
	Reinforce and communicate both company culture and values to maintain employee cohesion
Transform Human Resources in the Digital Era	Use digital platforms and social networks to identify, attract and recruit talent
	Promote collaboration and communication among employees through the use of digital tools, such as instant messaging applications
	Facilitate the transition of workers to new technologies by providing training and support during the process
	Foster an organizational culture that embraces digital transformation, driving innovation, agility and adaptability to change
	Digitize HR processes, such as payroll management, through the use of human resource management software and systems



## **Civil Liability Insurance**

This institution's main concern is to guarantee the safety of the trainees and other collaborating agents involved in the internship process at the company. Among the measures dedicated to achieve this is the response to any incident that may occur during the entire teaching-learning process.

To this end, this entity commits to purchasing a civil liability insurance policy to cover any eventuality that may arise during the course of the internship at the center.

This liability policy for interns will have broad coverage and will be taken out prior to the start of the practical training period. That way professionals will not have to worry in case of having to face an unexpected situation and will be covered until the end of the internship program at the center.



### **General Conditions of the Internship Program**

The general terms and conditions of the internship agreement for the program are as follows:

- 1. TUTOR: During the Hybrid Professional Master's Degree, students will be assigned with two tutors who will accompany them throughout the process, answering any doubts and questions that may arise. On the one hand, there will be a professional tutor belonging to the internship center who will have the purpose of guiding and supporting the student at all times. On the other hand, they will also be assigned with an academic tutor whose mission will be to coordinate and help the students during the whole process, solving doubts and facilitating everything they may need. In this way, the student will be accompanied and will be able to discuss any doubts that may arise, both clinical and academic.
- 2. DURATION: The internship program will have a duration of three continuous weeks, in 8-hour days, 5 days a week. The days of attendance and the schedule will be the responsibility of the center and the professional will be informed well in advance so that they can make the appropriate arrangements.
- **3. ABSENCE:** If the students does not show up on the start date of the Hybrid Professional Master's Degree, they will lose the right to it, without the possibility of reimbursement or change of dates. Absence for more than two days from the internship, without justification or a medical reason, will result in the professional's withdrawal from the internship, therefore, automatic termination of the internship. Any problems that may arise during the course of the internship must be urgently reported to the academic tutor.

- **4. CERTIFICATION**: Professionals who pass the Hybrid Professional Master's Degree will receive a certificate accrediting their stay at the center.
- **5. EMPLOYMENT RELATIONSHIP:** The Hybrid Professional Master's Degree shall not constitute an employment relationship of any kind.
- **6. PRIOR EDUCATION:** Some centers may require a certificate of prior education for the Hybrid Professional Master's Degree. In these cases, it will be necessary to submit it to the TECH internship department so that the assignment of the chosen center can be confirmed.
- **7. DOES NOT INCLUDE:** The Hybrid Professional Master's Degree will not include any element not described in the present conditions. Therefore, it does not include accommodation, transportation to the city where the internship takes place, visas or any other items not listed.

However, students may consult with their academic tutor for any questions or recommendations in this regard. The academic tutor will provide the student with all the necessary information to facilitate the procedures in any case.

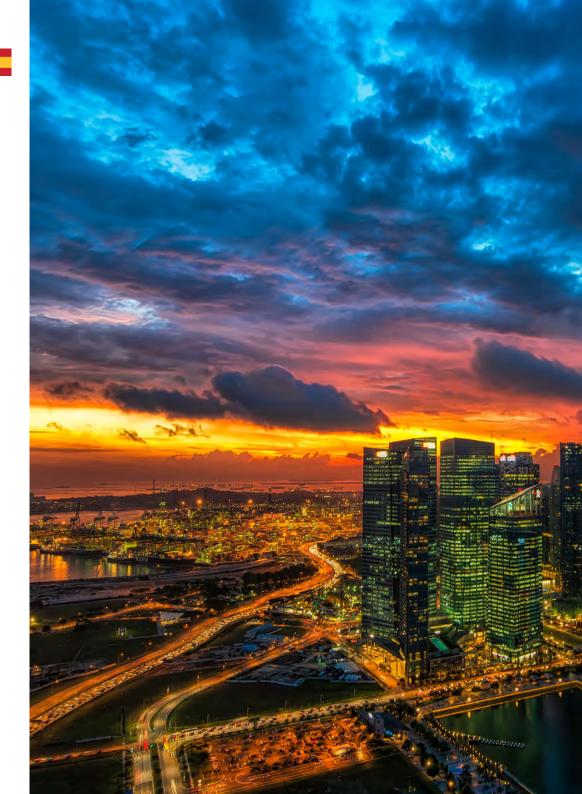




## tech 36 | Where Can I Do the Internship?

The student will be able to complete the practical part of this Hybrid Professional Master's Degree at the following centers:







Boost your career path with holistic teaching, allowing you to advance both theoretically and practically"





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

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





### tech 40 | Methodology

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

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





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



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

### A learning method that is different and innovative

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



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

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

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

### tech 42 | Methodology

### **Relearning Methodology**

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

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

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

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

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



### Methodology | 43 tech

In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically. With this methodology we have trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, markets, and financial instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years.

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

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

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

### tech 44 | Methodology

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



#### **Study Material**

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

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



#### Classes

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

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



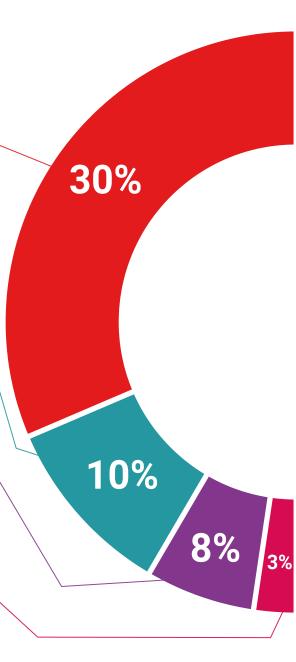
#### **Management Skills Exercises**

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



#### **Additional Reading**

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





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



#### **Interactive Summaries**

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

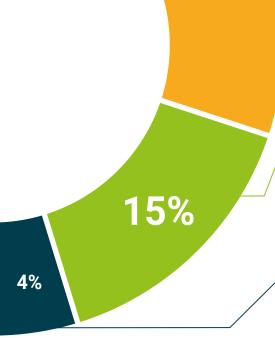


This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".

#### **Testing & Retesting**

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



30%





### tech 48 | Certificate

This Hybrid Professional Master's Degree in MBA in Human Resources (CHRO, Chief Human Resources Officer) contains the most complete and up-to-date program on the professional and educational field.

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

In addition to the certificate, students will be able to obtain an academic transcript, as well as a certificate outlining the contents of the program. In order to do so, students should contact their academic advisor, who will provide them with all the necessary information.

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