

Advanced Master's Degree Senior Human Resources Management, Expert in Trade Union Relations

Accreditation/Membership



Economics, Business
and Enterprise Association

A photograph of three business professionals in a modern office setting. A man in a dark suit and blue tie is shaking hands with a man in a grey suit. A woman in a white blazer and brown top stands between them, smiling. The background is a bright, white, geometric structure.

tech global
university



Advanced Master's Degree Senior Human Resources Management, Expert in Trade Union Relations

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

Website: www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-human-resources-management-expert-trade-union-relations

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01

Introduction

In the current context of globalization and digital transformation, organizations face unprecedented challenges in managing their human capital. In light of this, Senior Human Resources Management has emerged as a key strategic function, in charge of aligning personnel policies with corporate objectives and fostering an inclusive and productive work environment. In parallel, the role of the Trade Union Relations Expert has become fundamental in mediating between management and employee representatives, facilitating negotiations and resolving labor disputes effectively. In this scenario, TECH presents an avant-garde university program focused on Senior Human Resources Management, Expert in Trade Union Relations. In addition, it is based on a flexible 100% online modality.





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A comprehensive and 100% online program, exclusive to TECH, with an international perspective supported by our membership with The Economics, Business and Enterprise Association”

Human Resources Management and Trade Union Relations are key elements to ensure the success and stability of organizations in an increasingly complex and dynamic environment. In this sense, professionals must be able to manage the relationship with unions, negotiate labor agreements and resolve conflicts, all while promoting a positive organizational culture aligned with the company's strategic objectives. Therefore, experts need to handle the most sophisticated strategies to optimize people management and the creation of a productive yet harmonious work environment.

With this in mind, TECH launches a revolutionary Advanced Master's Degree in Senior Human Resources Management, Expert in Trade Union Relations. Devised by renowned experts in this field, the academic itinerary will analyze issues ranging from the fundamentals of organizational behavior or sociology of work to the management of labor intermediation policies. As a result, students will develop the necessary skills to strategically manage labor relations within organizations, implementing policies that favor cooperation between employees and unions, while aligning them with corporate objectives.

Furthermore, TECH has created a 100% online academic environment. In this way, experts will be able to individually manage their schedules and evaluation timetables. Likewise, the innovative Relearning method is implemented, based on the repetition of key concepts to consolidate knowledge in an optimal way. Thanks to this, professionals will enjoy a dynamic and enjoyable immersive experience that will contribute to maximize the quality of their daily practice.

Thanks to the membership in the **Economics, Business and Enterprise Association (EBEA)**, graduates will have access to publications, digital resources, and online seminars to stay up to date. They will also be able to participate in annual conferences and apply for the EBEA professional recognition, boosting their growth and professional excellence in economics and business.

This **Advanced Master's Degree in Senior Human Resources Management, Expert in Trade Union Relations**, contains the most complete and up-to-date program on the market. The most important features include:

- ♦ The development of practical cases presented by experts in Senior HR Management, Expert in Trade Union Relations
- ♦ 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 self-assessment can be used to improve learning
- ♦ Special emphasis on innovative methodologies in Senior HR Management, Expert in Trade Union Relations
- ♦ 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



You will develop strategies to promote equal opportunities in the work environment, managing inclusive policies that promote diversity"

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You will have at your disposal the most modern educational resources, with free access to the Virtual Campus 24 hours a day”

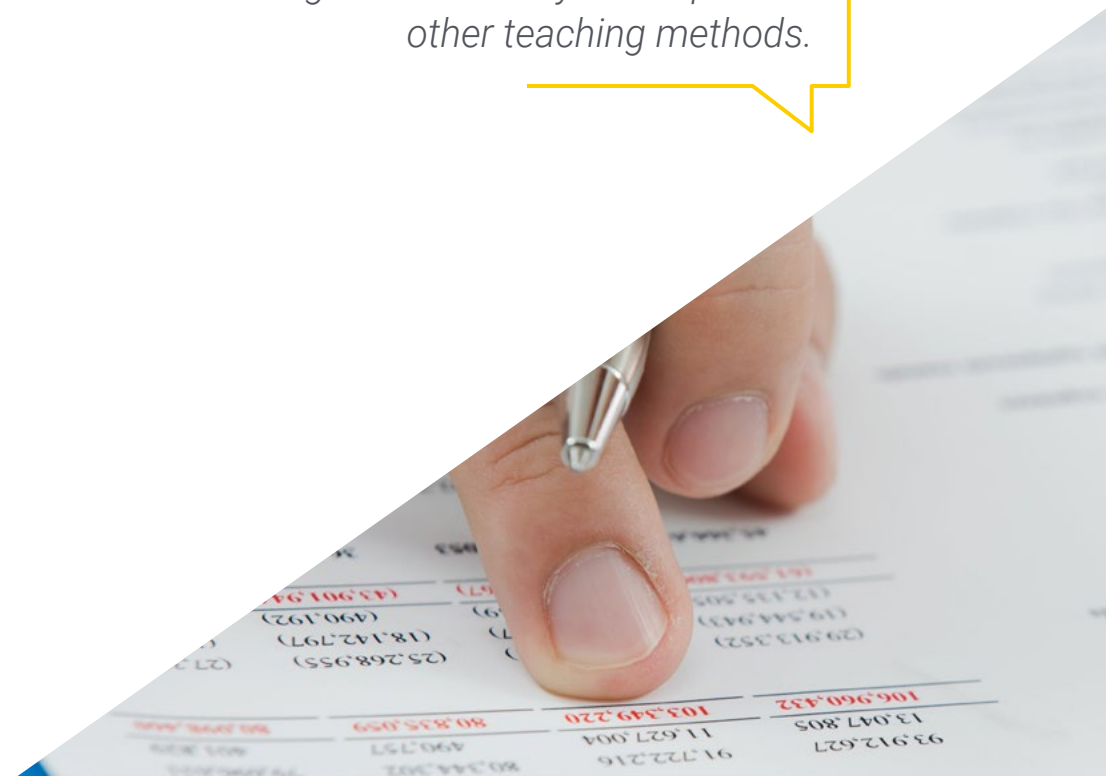
It includes in its teaching staff professionals belonging to the field of Senior HR Management, Expert in Trade Union Relations, who pour into this program the experience of their work, in addition to recognized specialists from reference societies and prestigious universities.

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.

You will be able to intervene in the resolution of labor disputes, using advanced mediation and arbitration techniques to find equitable solutions.

The Relearning system applied by TECH in its programs reduces the long hours of study so frequent in other teaching methods.



02

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.



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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

Students have positioned TECH as the world's top-rated university on the main review websites, with a highest rating of 4.9 out of 5, obtained from more than 1,000 reviews. These results consolidate TECH as the benchmark university institution at an international level, reflecting the excellence and positive impact of its educational model.



03 Syllabus

The academic itinerary will delve into factors ranging from the particularities of executive management or management of the work environment to the fundamentals of labor economics. In this way, graduates will develop advanced skills to lead and motivate multidisciplinary teams towards the fulfillment of organizational objectives. They will also master labor laws and regulations to ensure compliance and avoid legal contingencies.



A close-up photograph of a person's hands in a dark suit, holding a silver pen over a document. The document features a bar chart and a line graph. The background is a dark blue gradient with a white diagonal line.

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You will identify and solve complex problems related to Labor Relations”

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. CSR Tools and Standards
- 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 Area 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 Direction 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: Typology
- 2.2. Corporate Strategy
 - 2.2.1. Competitive Corporate Strategy
 - 2.2.2. Growth Strategies: Typology
 - 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 Management and Human Resources
 - 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. Being 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 Risk 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. The 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 Necessary 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. The Money Market
 - 4.15.2. The Fixed Income Market
 - 4.15.3. The Equity Market
 - 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. Analysis of the Income Statement
 - 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. Typologies of the Supply Chain (SCM)
 - 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 Supply Chain Management (SCM)
 - 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 Focus: Business 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 to 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. Collaborative Planning, Forecasting and Replenishment (CPFR)
- 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. Balanced Scorecard (BSC)
- 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 Models
 - 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
 - 6.7.5. Strategic DB Analysis and Report Composition

- 6.8. *Enterprise 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 Systems or ERP
- 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 in Companies
- 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 in Launching 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 in Creating 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 HR
 - 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. Market 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, Briefing Concept 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. Operating 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 from 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 Direction and Management

- 9.5.1. Project Direction and 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. Change Management in Projects: Management of Training
 - 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
 - 9.9.1. Creation of a Startup
 - 9.9.2. Organization and Culture
 - 9.9.3. Top Ten Reasons Why Startups Fail
- 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. HR Management and Administration Process

- 11.1. Labor Recruitment
- 11.2. Labor Intermediation
- 11.3. Labor Relations and Information Technology
- 11.4. Dismissals and Workforce Restructuring
- 11.5. Collective Bargaining
- 11.6. Occupational Disability and Health
- 11.7. Occupational Health and Quality

Module 12. Organizational Behavior

- 12.1. Organizational Culture
- 12.2. Organizational Structure
- 12.3. Organization Management
- 12.4. Behavior and Organizational Changes
- 12.5. Power and Politics
- 12.6. HR Department Organization
- 12.7. People in Organizations
- 12.8. Knowledge Management



Module 13. Executive Coaching

- 13.1. *Neuromanagement*
- 13.2. Self-Control and Self-Efficacy
- 13.3. *Coaching*
- 13.4. Positive Psychology
- 13.5. Management and Emotional Intelligence
- 13.6. Empathy and Collaboration
- 13.7. Time Management

Module 14. Strategic Communication

- 14.1. Interpersonal Communication

Module 15. Transforming Human Resources in the Digital Era

- 15.1. New Forms of Organization and New Work Methodologies
- 15.2. Digital Skills and Professional Brand
- 15.3. HR and Data Analysis
- 15.4. Managing People in the Digital Age

Module 16. Labor Relations Theory

- 16.1. History of Labor Relations
 - 16.1.1. Conceptual Framework and Definition (Basic Concepts of Employment, Work)
 - 16.1.2. Historical Evolution of Labor Relations
 - 16.1.3. Society of Knowledge in the 21st Century
- 16.2. Evolution of the Forms of Work
 - 16.2.1. Labor Relations and Labor Markets
 - 16.2.2. The Theory of Labor Market Segmentation and its Practices
- 16.3. Socialism - Communism in Labor Relations
 - 16.3.1. Conceptual Framework of Socialism and Communism
 - 16.3.2. Brief Historical Description
 - 16.3.3. Labor Relations under the Communist Political Framework
 - 16.3.4. Labor Relations under the Socialist Political Framework

- 16.4. Liberalism-Capitalism in Labor Relations
 - 16.4.1. Concept of Liberalism versus Capitalism
 - 16.4.2. Capitalism Throughout the History of the Economy
 - 16.4.3. Labor Relations under the Prism of Economic Capitalism
- 16.5. Trade Union Law
 - 16.5.1. Trade Unionism
 - 16.5.2. Union Law Fundamentals
 - 16.5.3. The Role of Collective Bargaining
- 16.6. Employee Representation
 - 16.6.1. Concept
 - 16.6.2. Negotiation
- 16.7. State Intervention in Labor Relations
 - 16.7.1. Historical Framework
 - 16.7.2. Public Intervention in the Configuration of Individual Labor Relationships
 - 16.7.3. Employment Contracts, Working Hours, Wages and Benefits
- 16.8. Institutionalism and Pluralism
 - 16.8.1. Conceptualization and Framing within the Theories of the State
 - 16.8.2. Institutionalism
 - 16.8.3. Pluralism
- 16.9. Corporatism
 - 16.9.1. Conceptualization
 - 16.9.2. Types of Corporatism in the International Scenario
- 16.10. Social Policies in the International Sphere
 - 16.10.1. Social Policies (Convergences and Divergences)
 - 16.10.2. Intervention Models
 - 16.10.3. The Welfare State

Module 17. Sociology of Work

- 17.1. Concept of Sociology of Work
 - 17.1.1. Introduction, Objectives and Concept of Sociology
 - 17.1.2. Concept of Work
 - 17.1.3. Concept of Sociology of Work
 - 17.1.4. Sociology of Work Field of Action
- 17.2. Study of Human Behavior in Society
 - 17.2.1. Human Action, Means and Ends
 - 17.2.2. Production and Employees
 - 17.2.3. The Impact of Population Growth on Work
- 17.3. Related Economic Aspects. Study of the Sociology of Work
 - 17.3.1. Theory of Value in Classical Economists
 - 17.3.2. Karl Marx's Labor Theory of Value
 - 17.3.3. Criticism of the Labor Theory of Value
 - 17.3.4. Keynesianism
- 17.4. Historical Evolution and Social Context of Work
 - 17.4.1. Work in Ancient Times
 - 17.4.2. The Industrial Revolution
 - 17.4.3. The Development of the Industrial Society and Its Labor Effects
 - 17.4.4. From Industrial Society to Post-Industrial Society
 - 17.4.5. Work in the Information Society
- 17.5. History of the Main Sociological Theories of the Work and Organizations
 - 17.5.1. Sociological Theories of Work
 - 17.5.2. Contemporary Sociological Theories of Work
 - 17.5.3. Taylor and the Scientific Organization of Work
- 17.6. Group Behavior in Organizations
 - 17.6.1. Analysis of the Work Process
 - 17.6.2. Human Resources. Mechanical Work and Creativity
 - 17.6.3. Social Order in Organizations. Cosmos and Taxis

- 17.7. Sociology of Labor Relations in a Business
 - 17.7.1. Theories of Subjectivity
 - 17.7.2. Theories of the Labor Market
 - 17.7.3. Sociology of Labor Relations
- 17.8. Central Aspects in Organizations
 - 17.8.1. Different Roles within the Organization
 - 17.8.2. Organizational Structure
- 17.9. Technological Paradigm and the Labor Market
 - 17.9.1. The Impact of Innovation
 - 17.9.2. Innovation in the Modern Business
 - 17.9.3. Automization in Production
 - 17.9.4. Data Management and Artificial Intelligence
- 17.10. Labor Market Challenges in the 21st Century
 - 17.10.1. Trade Unions in the 21st Century
 - 17.10.2. Employee Manifestations and Strikes
 - 17.10.3. The Future of Work
 - 17.10.4. Immigration and the Labor Market
 - 17.10.5. Emigration, Globalization and Work

Module 18. Social Research Strategies and Methods

- 18.1. Basic Notions about Research: Science and the Scientific Method
 - 18.1.1. Definition of the Scientific Method
 - 18.1.2. Analytical Method
 - 18.1.3. Synthetic Method
 - 18.1.4. Inductive Method
 - 18.1.5. Cartesian Thought
 - 18.1.6. Rules of the Cartesian Method
 - 18.1.7. Methodical Doubt
 - 18.1.8. The First Cartesian Principle
 - 18.1.9. Induction Procedures According to J. Mill Stuart

- 18.2. The General Process of Research: Quantitative and Qualitative Approach
 - 18.2.1. Epistemological Assumptions
 - 18.2.2. Approach to Reality and the Object of Study
 - 18.2.3. Subject-Object Relationship
 - 18.2.4. Objectivity
 - 18.2.5. Methodological Processes
 - 18.2.6. Integration of Methods
- 18.3. Research Paradigms and Methods Derived from These
 - 18.3.1. How Do Research Ideas Arise?
 - 18.3.2. What to Research in Education?
 - 18.3.3. Research Problem Statement
 - 18.3.4. Background, Justification and Research Objectives
 - 18.3.5. Theoretical Foundation
 - 18.3.6. Hypotheses, Variables and Definition of Operational Concepts
 - 18.3.7. Choosing a Research Design
 - 18.3.8. Sampling in Quantitative and Qualitative Studies
- 18.4. Phases and Stages of Qualitative Research
 - 18.4.1. Phase 1: Conceptual Phase
 - 18.4.2. Phase 2: Planning and Design Phase
 - 18.4.3. Phase 3: Empirical Phase
 - 18.4.4. Phase 4: Analytical Phase
 - 18.4.5. Phase 5: Diffusion Phase
- 18.5. Types of Quantitative Research
 - 18.5.1. Historical Research
 - 18.5.2. Correlation Research
 - 18.5.3. Case Studies
 - 18.5.4. "Ex Post Facto" After-the-Fact Research
 - 18.5.5. Quasi-Experimental Research
 - 18.5.6. Experimental Research

18.6. Phases and Stages of Qualitative Research

- 18.6.1. Phase 1: Preparation Phase
- 18.6.2. Phase 2: Field Phase
- 18.6.3. Phase 3: Analytical Phase
- 18.6.4. Phase 4 Informative Phase

18.7. Types of Qualitative Research

- 18.7.1. Ethnography
- 18.7.2. Grounded Theory
- 18.7.3. Phenomenology
- 18.7.4. The Biographical Method and Life History
- 18.7.5. The Case Study
- 18.7.6. Content Analysis
- 18.7.7. Examination of Speech
- 18.7.8. Participatory Action Research

18.8. Techniques and Instruments for Collecting Quantitative Data

- 18.8.1. The Structured Interview
- 18.8.2. The Structured Questionnaire
- 18.8.3. Systematic Observation
- 18.8.4. Attitude Scales
- 18.8.5. Statistics
- 18.8.6. Secondary Sources of Information

18.9. Techniques and Instruments for Collecting Qualitative Data

- 18.9.1. Unstructured Interview
- 18.9.2. In Depth Interview
- 18.9.3. Focus Groups
- 18.9.4. Simple, Unregulated and Participant Observation
- 18.9.5. Life Stories
- 18.9.6. Diaries
- 18.9.7. Content Analysis
- 18.9.8. The Ethnographic Method

18.10. Data Quality Control

- 18.10.1. Requirements for a Measuring Instrument
- 18.10.2. Processing and Analysis of Quantitative Data
 - 18.10.2.1. Validation of Quantitative Data
 - 18.10.2.2. Statistics for Data Analysis
 - 18.10.2.3. Descriptive Statistics
 - 18.10.2.4. Inferential Statistics
- 18.10.3. Processing and Analysis of Qualitative Data
 - 18.10.3.1. Reduction and Characterization
 - 18.10.3.2. Clarify, Refine and Compare
 - 18.10.3.3. Programs for Qualitative Analysis of Textual Data

Module 19. Labor and Market Economics

19.1. Introduction to the Labor Market

- 19.1.1. Definition of the Labor Market
- 19.1.2. Functioning of the Labor Market
- 19.1.3. Economic Systems and the Market Economy
- 19.1.4. Distribution of the Population

19.2. The Law of Labor Demand and Supply

- 19.2.1. Economic Systems and the Market Economy
- 19.2.2. Market Functioning: Demand and Supply
- 19.2.3. Elasticity and Shift of Supply and Demand Curves
- 19.2.4. Market Balance

19.3. Economy as a Science

- 19.3.1. The Concept of Scarcity and This Use of Goods
- 19.3.2. Economic Activity
- 19.3.3. Productive Factors
- 19.3.4. The Population as a Conditioning Factor of Economic Activity

19.4. Labor Markets

- 19.4.1. Distribution of the Population
- 19.4.2. Situation of Disadvantaged Groups
- 19.4.3. Labor Market Perspectives in Latin America

- 19.5. Trade Unions
 - 19.5.1. Freedom of Association
 - 19.5.2. Functioning of the Trade Union
 - 19.5.3. Union Legal Regime
- 19.6. Trade Union Representation in the Company
 - 19.6.1. Trade Union Representation in the Company
 - 19.6.2. Trade Union Associations
 - 19.6.3. The Strike
- 19.7. Collective Bargaining
 - 19.7.1. The Role of Collective Bargaining
 - 19.7.2. Collective Bargaining Agreements
 - 19.7.3. Sectorial Bargaining Agreements
 - 19.7.4. Committees in Charge of Negotiation in the Organization
- 19.9. Vocational Orientation
 - 19.9.1. Introduction to Vocational Orientation
 - 19.9.2. Vocational Orientation as an Employment Trigger
 - 19.9.3. Regional Trends in the Demand for Job Positions
- 19.10. Social Responsibility in the Granting of Employment Positions
 - 19.10.1. Social Responsibility
 - 19.10.2. Social Groups Exposed to Discrimination
 - 19.10.3. Policies and Programs Included in the Organization

Module 20. Labor Law

- 20.1. The Sources of Labor Law
 - 20.1.1. International Sources
 - 20.1.1.1. The Normative Role of the International Labor Organization
 - 20.1.1.2. The Normative Function of the European Union. Community Law
 - 20.1.1.3. Agreed International Law. Bilateral and Multilateral Agreements I
 - 20.1.3. Internal Sources
 - 20.1.3.1. Regulations
 - 20.1.3.2. Collective Bargaining Agreements
 - 20.1.3.3. Principles of Labor Law

- 20.2. The Worker
 - 20.2.1. Introduction
 - 20.2.2. The Characteristics of the Employment Relationship
 - 20.2.2.1. Very Personal Nature
 - 20.2.2.2. Willingness
 - 20.2.2.3. Dependency
 - 20.2.2.4. Adjacency
 - 20.2.2.5. Remuneration
 - 20.2.3. Labor Relationships of a Special Nature
 - 20.2.3.1. Family Home Service
 - 20.2.3.2. Prisoners in Penitentiary Institutions
 - 20.2.3.3. Professional Athletes
 - 20.2.3.4. Performers in Public Shows
 - 20.2.3.5. Persons Involved in Commercial Transactions on Behalf of One or More Entrepreneurs without Assuming the Risk of those: Trade Representatives
 - 20.2.3.6. Persons with Disabilities Working in Special Employment Centers
 - 20.2.3.7. Port Dockers
 - 20.2.3.8. The Residency for the Training of Specialists in Health Sciences
 - 20.2.3.9. Lawyers who Provide Services in Law Firms, Individual or Collective
 - 20.2.4. Excluded Jobs
 - 20.2.4.1. Civil Servants and Statutory Personnel in the Service of the Administration
 - 20.2.4.2. Compulsory Personal Benefits
 - 20.2.4.3. Board Members of Corporate Companies
 - 20.2.4.4. Friendly, Benevolent or Neighborly Work
 - 20.2.4.5. Family Jobs
 - 20.2.4.6. Commercial Brokerage with Assumption of Risk
 - 20.2.4.7. Transportation Service
 - 20.2.4.8. Work Performed on One's Own Account
- 20.3. The Employer and the Company
 - 20.3.1. The Businessman. Concept and Legal Nature
 - 20.3.2. Corporate Subrogation
 - 20.3.3. Groups of Companies

- 20.3.4. Productive Decentralization. Contracts and Subcontracts for Works and Services
 - 20.3.4.1. The Different Assumptions of Liability in Wage and Social Security Matters
 - 20.3.4.2. Production Outsourcing and Health and Safety in the Work Environment
 - 20.3.4.3. Duties of Information, Consultation and Participation in the Context of Works or Services Contracts
- 20.3.5. Illegal Assignment of Workers
 - 20.3.5.1. Concept and Description of the Phenomenon
 - 20.3.5.2. Consequences of Illegal Assignment
- 20.3.6. Temporary Employment Agencies
 - 20.3.6.1. The Civil or Commercial Commitment between the Temporary Employment Agency and the User Company. The Contract for the Provision of Services
 - 20.3.6.2. The Employment Relationship between the Temporary Employment Agency and the Temporary Employee. The Work Contract
 - 20.3.6.3. The Special Situation of the Worker in the User Company
- 20.4. The Work Contract
 - 20.4.1. Formalities of the Employment Contract
 - 20.4.1.1. Consent, Object and Cause
 - 20.4.1.2. Capacity to Hire
 - 20.4.1.3. The Form of the Contract
 - 20.4.1.4. The Validity of the Contract. Total and Partial Nullity of the Labor Relationship
 - 20.4.1.5. Simulation of the Employment Contract
 - 20.4.3. The Probationary Period
 - 20.4.4. Main Contractual Modalities
 - 20.4.4.1. Indefinite-Term Contracts
 - 20.4.4.2. Fixed-Term Contracts
 - 20.4.4.3. Training Contracts
 - 20.4.4.4. Other Contractual Modalities
- 20.5. Basic Labor Rights and Duties
 - 20.5.1. Basic Employee Rights and Duties
 - 20.5.1.1. Rights
 - 20.5.1.2. Responsibilities
 - 20.5.2. Basic Rights and Duties of the Employer
 - 20.5.2.1. The Power of Management
 - 20.5.2.2. Disciplinary Power





- 20.6. Occupational Risk Prevention
 - 20.6.1. Introduction
 - 20.6.2. The Guarantee of Protection against Occupational Risks. The Principles of Preventive Action
 - 20.6.3. The Prevention Plan. Risk Assessment and Planning of Mentoring Activities
 - 20.6.4. Work Equipment and Means of Protection
 - 20.6.5. Information, Consultation and Participation of Workers
 - 20.6.6. Employee Training
 - 20.6.7. Emergency Measures
 - 20.6.8. Serious and Imminent Risk
 - 20.6.9. The Duty of Health Surveillance
 - 20.6.10. Responsibilities of a Documentary Nature
 - 20.6.11. Coordination of Business Activities
 - 20.6.12. The Unique Attention Given to Certain Groups
 - 20.6.12.1. Workers Particularly Sensitive to Certain Risks
 - 20.6.12.2. Motherhood
 - 20.6.12.3. Minors
 - 20.6.12.4. Workers in Temporary Employment Relationships or made available by a Temporary Work Agency
 - 20.6.13. The Responsibilities of the Workforce in Relation to the Prevention of Occupational Risks
- 20.7. Novation of the Employment Contract
 - 20.7.1. Functional Mobility
 - 20.7.2. Geographic Mobility
 - 20.7.2.1. Geographic Mobility at the Request of the Employer
 - 20.7.2.2. Geographic Mobility at the Request of the Employee
 - 20.7.3. Substantial Modification of Working Conditions
 - 20.7.3.1. First Requirement: Concurrence of a Justifying Cause
 - 20.7.3.2. Second Requirement: Subject Matter to Be Changed
 - 20.7.3.3. Third Requirement: Procedures to Be Followed
 - 20.7.4. Modification of the Conditions Established in a Statutory Collective Agreement

- 20.8. Suspension and Termination of Employment Contracts
 - 20.8.1. Suspension of the Employment Contract
 - 20.8.1.1. Maternity, Paternity, Adoption, Foster Care and Risk during Pregnancy
 - 20.8.1.2. Leaves of Absence
 - 20.8.1.3. Suspension of the Employment Contract due to Economic, Technical, Organizational or Production Causes
 - 20.8.1.4. Suspension of the Contract due to Force Majeure
 - 20.8.2. Termination of the Employment Contract
 - 20.8.2.1. Termination due to Unilateral Will of the Employee
 - 20.8.2.2. Termination due to Unilateral Will of the Employee: Termination

Module 21. Management of Labor Intermediation Policies

- 21.2. Labor Intermediation
 - 21.2.1. Conceptualization of Intermediation: Basic Principles
 - 21.2.2. Labor Intermediation and Professional Orientation
 - 21.2.3. Labor Intermediation within Active Employment Policies in Public Services
 - 21.2.4. Collaborating Agents in the Outsourcing of Intermediation: Employment Agencies and Temporary Employment Agencies.
- 21.3. Job Search (I)
 - 21.3.1. Statistical Data on the Business Fabric
 - 21.3.2. Sources of Labor Market Information
 - 21.3.3. Current Labor Market Indicators
 - 21.3.4. Employment Opportunities
- 21.4. Job Search (II)
 - 21.4.1. Diagnosis and Analysis of the Labor Market
 - 21.4.2. Prospecting and Its Phases: Approaching the Company and Recruitment Plan
 - 21.4.3. Loyalty and Evaluation of the Relationship with Companies
 - 21.4.4. Management of the Employment Demand and Accompaniment to the Company
- 21.5. Recruitment Activities
 - 21.5.1. Conceptualization of Recruitment: Typology
 - 21.5.2. Recruitment Procedures in the Digital Era: *e-Recruitment*
 - 21.5.3. Recruitment in the Collaborating Placement Agencies

- 21.6. Personalized Itineraries of Orientation and Labor Market Insertion
 - 21.6.1. Basic Aspects and Elements that Include it
 - 21.6.2. Elaboration of Personalized Itineraries of Orientation and Labor Market Insertion
 - 21.6.3. Special Considerations for Groups with Labor Market Insertion Difficulties
- 21.7. Public– Private Collaboration in Labor Intermediation
 - 21.7.1. European Public-Private Partnership Models
 - 21.7.3. The Convergence of Training Obligations with the Public Employment Services
- 21.8. Challenges of Labor Intermediation Policies in the Digital Era
 - 21.8.1. Labor Intermediation in Telematic Employment Agencies
 - 21.8.2. Labor Mobility and Globalization in Employment Policies
 - 21.8.3. Job Search in the Digital Era

Module 22. Strategic Management of Equality and Diversity in HR

- 22.1. Poverty and Social Exclusion Policies
 - 22.1.1. Conceptualization of Poverty in Socio-Economic Terms
- 22.2. Social Groups and Employment Difficulties
 - 22.2.1. Identification of Social Groups
 - 22.2.2. Exclusionary Labor Practices
- 22.3. Disability in the Work Environment
 - 22.3.1. Conceptualization of Disability
 - 22.3.2. Inclusion Programs in the Company
- 22.4. Youth and First Job Programs
 - 22.4.1. Challenges of Youth Employment in the Context of Digital Transformation
- 22.5. Women and Work I: Gender-Based Violence
 - 22.5.1. Contextualization of Gender Violence
 - 22.5.2. Business Programs Against Gender Violence
 - 22.5.3. Promoting Employment Among Women Victims of Gender-Based Violence
- 22.6. Women and Work II: Discrimination and Marginalization in Employment
 - 22.6.1. Women in the Labor Context Throughout History
 - 22.6.2. Employment Discrimination
 - 22.6.3. Productive Sectors with Greater Employability for Women

- 22.7. Immigration and Labor
 - 22.7.1. Types of Immigrants
 - 22.7.2. Work Permits
 - 22.7.3. Government Participation in the Promotion of Legal Migration
- 22.8. International Personnel Administration
 - 22.8.1. Global Companies
 - 22.8.2. Immigrants and Expatriates
 - 22.8.3. Fostering a Global Corporate Culture

Module 23. Work Environment Management I

- 23.1. Introduction to Work Environment Management
 - 23.1.1. Organizational Culture, Leadership and Conflict
 - 23.1.2. Basic Elements of Organizational Culture
 - 23.1.3. Conflicts: Concept and Types
 - 23.1.4. The Relation between Culture and Leadership: Their Relationship with Conflict
- 23.2. Introduction to the Prevention of Occupational Risks
 - 23.2.1. Introduction to Work Health and Safety
 - 23.2.2. Introduction to Ergonomics in the Workplace
 - 23.2.3. Introduction to the Prevention of Psychosocial Risks
- 23.3. Environmental Conditions for People with Disabilities
 - 23.3.1. NOM -030- SSA3-2013
 - 23.3.2. Types of Disabilities
 - 23.3.3. Correct Adaptation of the Work Place
- 23.4. Gender Equality of the Organization
 - 23.4.1. Actions for Effective Equality Between Men and Women in the Field of Employment
- 23.5. Job Placement Management
 - 23.5.1. Personnel Selection
 - 23.5.2. Internal Selection Processes
 - 23.5.3. External Selection Processes

- 23.6. Business Conduct and Ethics
 - 23.6.1. The Concept of Social Responsibility
 - 23.6.2. Ethical Principles that should Guide the Management of Companies
 - 23.6.3. Corporate Social Responsibility
 - 23.6.4. Corporate Social Responsibility and Responsible Marketing
- 23.7. Work Environment
 - 23.7.1. Climate in Organizations: Concept of Work Climate
 - 23.7.2. Work Climate Dimensions
 - 23.7.3. Measurement of the Work Environment
 - 23.7.4. Tools for Qualitative Measurement of the Work Environment: SWOT and PESTEL Analysis
- 23.8. Deterioration of the Working Environment
 - 23.8.1. Psychosocial Risks: Burnout and Mobbing
 - 23.8.2. Absenteeism
- 23.9. Data Protection Regulatory Framework
 - 23.9.1. Introduction to Data Protection
 - 23.9.2. Fines and Penalties
- 23.10. Work Environment Improvement Plan
 - 23.10.1. Primary, Secondary and Tertiary Prevention
 - 23.10.2. Crisis Intervention
 - 23.10.3. Essential Criteria for an Action Plan

Module 24. Work Environment Management II

- 24.1. Changes in Organizational and Cultural Design
 - 24.1.1. Historical Evolution of Organizational Configurations: Current Models and Trends in Organizational Design
 - 24.1.2. The Role of the Environment Manager in the Design in Organizations
- 24.2. Change Management in Organizational Culture
 - 24.2.1. The Stages of the Change Management Process
 - 24.2.2. Changes in the Environment (Socio-Economic, Demographic, Geopolitical)
 - 24.2.3. Changes in the Business Model: Role and Future Role of the Change Manager as a Driver of Business Model Change
 - 24.2.4. Process Transformation
- 24.3. Digital Transformation in Businesses
 - 24.3.1. The Work Environment in the Fourth Industrial Revolution
 - 24.3.2. Elements of the Digital Organization: Digital Literacy and Technological Integration.
 - 24.3.3. Innovation in the Digital Business Era
 - 24.3.4. Strategic Planning for Digital Transformation
- 24.4. Interpersonal Relationships and Transformational Leadership
 - 24.4.1. Trends in People and Team Management
 - 24.4.2. Personal Transformation: Tools and Techniques
- 24.5. Corporate Social Responsibility
 - 24.5.1. Corporate Sustainability and the Moral Principles of CSR
 - 24.5.2. Management and Administration of Socially Responsible Businesses
 - 24.5.3. Planning of Social Responsibility Objectives
 - 24.5.4. The Stakeholders
 - 24.5.5. ISO 26000 Corporate Social Responsibility
 - 24.5.6. Social Responsibility Management. RS10 Model





- 24.6. Social Marketing in the Context of Corporate Social Responsibility (CSR)
 - 24.6.1. Key Aspects of Social Marketing
 - 24.6.2. The Ethical Perspective of Social Marketing
 - 24.6.3. Social Marketing Plan
- 24.7. Employee Assistance Program
 - 24.7.1. Introduction and History of Employee Assistance Programs (EAP)
 - 24.7.2. Benefits of Employee Assistance Program (EAP)
- 24.8. Employee Wellness Program
 - 24.8.1. Concept of Labor Welfare
 - 24.8.2. Elaboration of Labor Welfare Programs
- 24.9. Equal Opportunity Plan in the Company
 - 24.9.1. Equality in the Work Environment: Regulatory Framework
 - 24.9.2. The Figure of the Equality Agent in the Company
 - 24.9.3. Elaboration of a Needs Assessment on Corporate Equality Issues
 - 24.9.4. Elaboration of the Corporate Equality Plan
- 24.10. Comprehensive Communication Plan in the Company
 - 24.10.1. Internal Communication in the Company
 - 24.10.2. External Business Communication Processes: Positioning, Briefing and Advertising Communication Strategies
 - 24.10.3. Elaboration of a Corporate Communication Plan

04 Teaching Objectives

With this university degree, experts will lead the strategic management of human capital, optimizing labor relations and promoting an inclusive and productive environment. Their key skills include effective leadership, advanced negotiation and mediation skills, in-depth knowledge of labor legislation, strategic vision to align HR policies with business objectives, and excellent communication skills. In addition, they possess the adaptability to manage change and foster sustainable organizational development.





“

*You will implement HR procedures
that mitigate legal risks and promote
organizational ethics”*



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
- ♦ Delve into the sustainability criteria set by international standards when developing a business plan
- ♦ Develop strategies to carry out decision-making in a complex and unstable environment
- ♦ Define the best way to manage the company's Human Resources, achieving a better performance
- ♦ Be able to manage the company's economic and financial plan
- ♦ Understand the logistic operations that are necessary in the business environment, so as to manage them appropriately
- ♦ Be able to develop all the phases of a business idea: Design, Feasibility Plan, Execution, Follow-up
- ♦ Analyze the selection processes in companies and the fundamental role they play in the future
- ♦ Analyze vacancies and possible profiles that best fit the positions and their positioning within the company





Specific Objectives

Module 1. Leadership, Ethics and Social Responsibility in Companies

- ♦ Develop ethical leadership skills that integrate corporate social responsibility principles in decision making
- ♦ Train in the implementation of social responsibility policies that generate a positive impact on the community and the environment

Module 2. Strategic Management and Executive Management

- ♦ Delve into the formulation and execution of effective business strategies
- ♦ Obtain skills in the management of management teams to improve organizational performance

Module 3. People and Talent Management

- ♦ Delve into the effective management of human talent, focusing on the attraction, development and retention of key employees
- ♦ Be able to create and manage high-performance teams aligned with organizational objectives

Module 4. Economic and Financial Management

- ♦ Manage innovative tools for making strategic financial decisions that optimize resources and ensure the company's profitability
- ♦ Train in the preparation and management of budgets, financial reports and project feasibility analysis

Module 5. Operations and Logistics Management

- ♦ Develop skills in the planning, coordination and control of logistics operations within the supply chain
- ♦ Optimize operational processes and reduce costs associated with business logistics

Module 6. Information Systems Management

- ♦ Optimize information systems management to improve organizational efficiency
- ♦ Develop skills to make decisions on the implementation of information systems aligned to business objectives

Module 7. Commercial Management, Strategic Marketing and Corporate Communications

- ♦ Train in the creation and execution of commercial and marketing strategies that align the business offer with market demands
- ♦ Develop skills in corporate communication management to strengthen brand image

Module 8. Market Research, Advertising and Commercial Management

- ♦ Master the use of tools and methodologies to conduct market research to identify business opportunities
- ♦ Manage effective advertising campaigns and make strategic decisions in commercial management

Module 9. Innovation and Project Management

- ♦ Develop the ability to manage innovative projects that add value and differentiate the company in the market
- ♦ Develop skills in the planning, execution and control of projects with a focus on innovation and sustainability

Module 10. Executive Management

- ♦ Obtain skills to lead management teams in dynamic and globalized business environments
- ♦ Train to make strategic decisions that optimize resources and improve organizational performance

Module 11. HR Management and Administration Process

- ♦ Develop the necessary skills to efficiently manage the complete human resources cycle, from planning and recruiting to personnel administration
- ♦ Promote the alignment of HR objectives with the strategic goals of the organization

Module 12. Organizational Behavior

- ♦ Analyze how individual and group behavior impacts organizational performance
- ♦ Provide tools to manage teams, improve the work environment and foster a positive organizational culture

Module 13. Executive Coaching

- ♦ Provide the necessary skills to implement executive coaching programs
- ♦ Develop leadership, decision making and emotional management skills in managers of organizations

Module 14. Strategic Communication

- ♦ Train in the creation and execution of effective internal and external communication strategies
- ♦ Improve labor relations, corporate image and team alignment towards organizational objectives

Module 15. Transforming Human Resources in the Digital Era

- ♦ Develop a comprehensive understanding of how digitization is transforming human resources processes
- ♦ Delve into talent management through to the use of technology tools in employee selection, assessment and training

Module 16. Labor Relations Theory

- ♦ Provide a theoretical framework on labor relations, analyzing the dynamics between employers and employees, trade unions, etc.
- ♦ Delve into the impact of labor policies on the management of human resources within organizations

Module 17. Sociology of Work

- ♦ Explore the social aspects of work, understanding the interactions between the work environment, the social structure and employees
- ♦ Analyze how these factors influence motivation, performance, and well-being at work

Module 18. Social Research Strategies and Methods

- ♦ Train in the design and application of social research methods focused on the work environment, to analyze organizational phenomena
- ♦ Delve into employee behavior and social dynamics within the work environment



Module 19. Labor and Market Economics

- ♦ Develop an understanding of the economic principles that affect the labor market, analyzing labor supply and demand
- ♦ Deepen understanding of wage policies and economic factors that impact organizational competitiveness and productivity

Module 20. Labor Law

- ♦ Examine labor law, focusing on the rights and obligations of employers and employees, labor regulations, and labor law
- ♦ Delve into the working conditions governing organizations

Module 22. Management of Labor Intermediation Policies

- ♦ Train in the development and implementation of labor intermediation policies, facilitating the relationship between job seekers and organizations
- ♦ Improve job placement and labor market conditions

Module 23. Strategic Management of Equality and Diversity in HR

- ♦ Develop strategies to promote equal opportunity and diversity management within human resources
- ♦ Foster an inclusive and equitable work environment that favors the development of diverse talent

Module 24. Work Environment Management I

- ♦ Analyze the factors that affect the work environment, from organizational culture to the work climate
- ♦ Design strategies to improve productivity, employee well-being and organizational efficiency

Module 25. Work Environment Management II

- ♦ Delve into work environment management strategies, considering the impact of human resources policies on employee motivation and performance
- ♦ Develop measures to optimize job satisfaction and reduce stress at work





“

You will implement HR procedures that mitigate legal risks and promote organizational ethics”

05

Career Opportunities

Upon completion of this Advanced Master's Degree, professionals will acquire a solid understanding of advanced strategies in Human Resource Management and Union Relations. In addition, graduates will be able to design and implement effective labor policies that foster an equitable and productive work environment. In this way, experts will enhance their career prospects and assume specialized roles such as Human Resources Director or Union Relations Advisor.





“

You will lead the Human Resources department, developing strategies aligned with corporate objectives”

Graduate Profile

Graduates of the Advanced Master's Degree in Senior Human Resources Management and Expert in Trade Union Relations are highly qualified to manage personnel needs and labor relations in organizations in various sectors. They have a deep knowledge of talent management strategies, union negotiation and labor regulations, necessary to foster an equitable and productive work environment. In addition, you are prepared to design and implement HR policies, collaborate with multidisciplinary teams and act as a mediator between management, employees and unions, promoting harmonious labor relations and organizational development.

You will design compensation and benefits systems to retain talent in organizations.

- ♦ **Strategic Leadership:** Professionals develop the ability to lead and manage human resources teams, aligning talent management strategies with organizational objectives to drive business growth and efficiency
- ♦ **Negotiation and Conflict Resolution:** Graduates acquire advanced skills in negotiation and mediation techniques, enabling them to resolve labor disputes and reach agreements beneficial to all parties involved
- ♦ **Critical Thinking and Decision Making:** Graduates develop the ability to analyze complex situations, evaluate alternatives and make informed decisions that optimize human resource management and labor relations within the organization
- ♦ **Organizational Change Management:** Professionals are prepared to lead and manage change processes, facilitating the adaptation of the organization



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

- 1. Human Resources Director:** Expert in the management and direction of human resources departments in various organizations, overseeing strategic talent planning and labor policies.
- 2. Specialist in Union Relations:** Professional in charge of managing and maintaining relations between the company and unions, ensuring compliance with labor agreements and resolving conflicts.
- 3. Organizational Development Manager:** In charge of designing and implementing strategies for organizational development and growth, improving efficiency and work climate
- 4. Talent Management Consultant:** Advises companies on identifying, attracting and retaining talent, developing training programs and career plans for employees
- 5. Compensation and Benefits Coordinator:** In charge of designing and administering compensation and benefits packages, ensuring their competitiveness and alignment with business objectives
- 6. Work Climate Analyst:** Professional who evaluates the work environment through surveys and analysis, proposing improvements to increase employee satisfaction and productivity
- 7. Labor Compliance Officer:** Ensures that the organization complies with all labor regulations and laws, managing internal audits and advising on legislative changes
- 8. Diversity and Inclusion Manager:** Promotes policies and practices that foster a diverse and inclusive work environment, ensuring equal opportunities for all employees
- 9. Labor Relations Manager:** Manages interactions between management and employees, facilitating contract negotiations and handling labor disputes effectively

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.

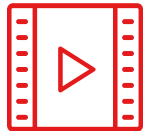
The students' assessment of the teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, obtaining a 4.9 out of 5.

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

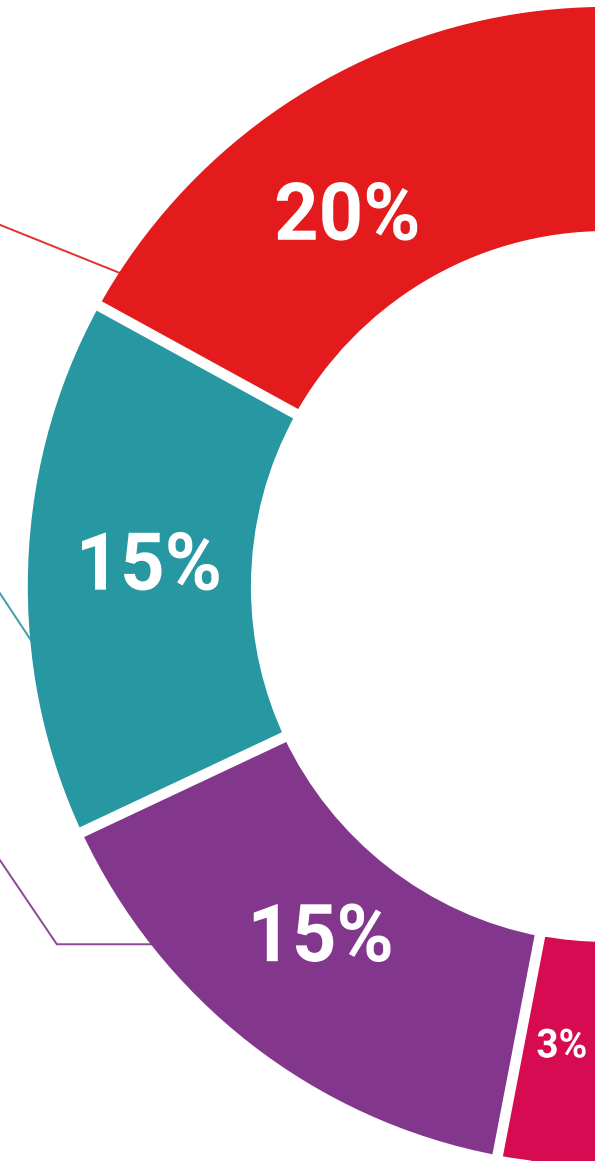
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

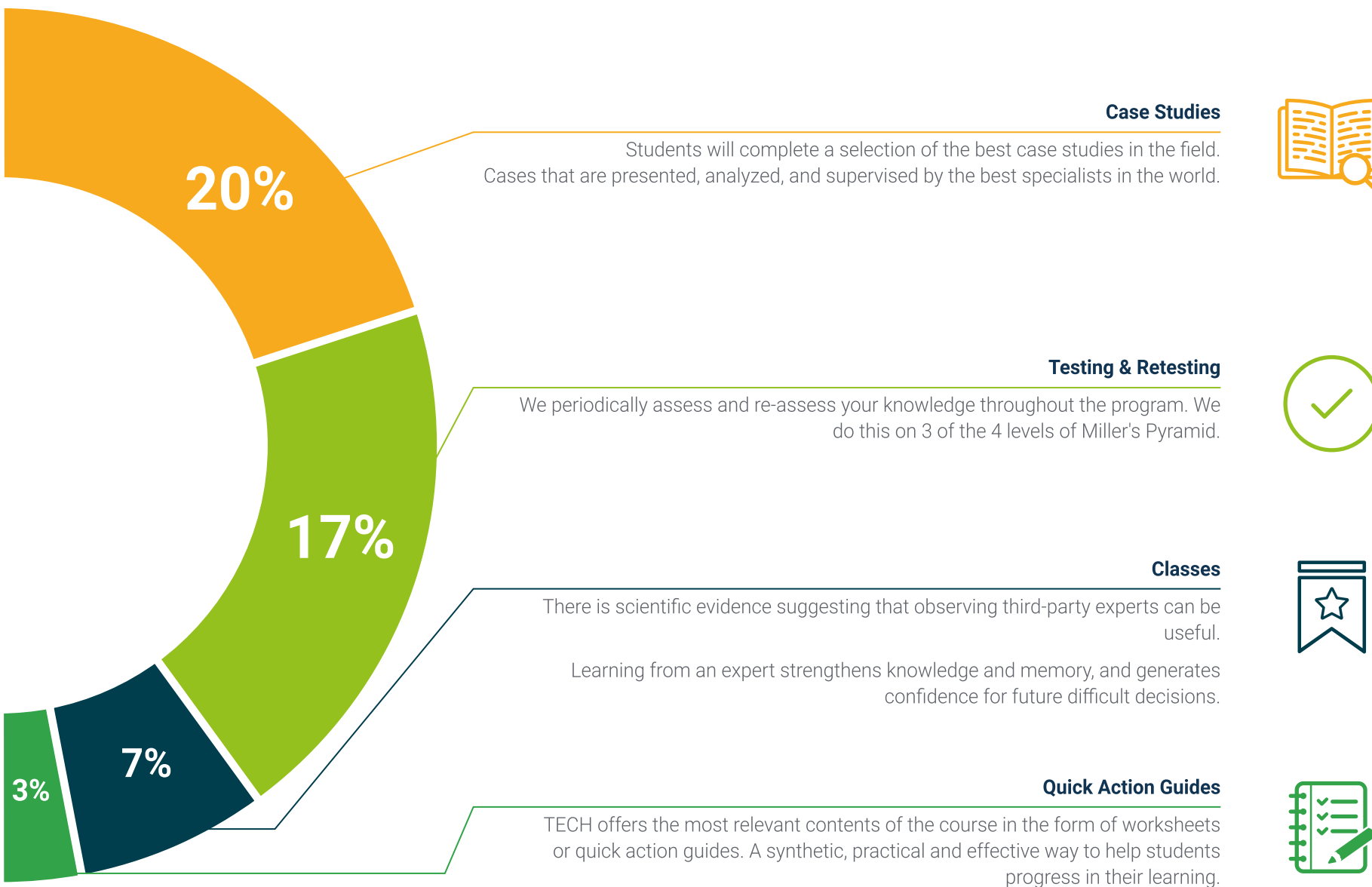
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



Additional Reading

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





07

Teaching Staff

TECH's philosophy is to offer the most pragmatic, complete and up-to-date university programs on the academic scene. To achieve this, it carries out a meticulous process to constitute each of its teaching staff. As a result, this Advanced Master's Degree has the collaboration of authentic references in the field of Human Resources Management, Expert in Union Relations. In this way, it has created a variety of didactic materials that stand out for their excellent quality and for adapting to the demands of the current labor market.





“

You will be advised at all times by the teaching team, made up of professionals with extensive experience in Senior Human Resources Management, Expert in Union Relations”

International Guest Director

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

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

Jennifer Dove has demonstrated her commitment to continuous professional development 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, she has been recognized for her 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 Media, 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

“

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

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
- Bachelor's Degree from the University of Leeds
- Postgraduate Degree in Business Applications of AI for Senior Executives from the London Business School
- CCXP Customer Experience Professional Certification
- Executive Digital Transformation Course by IMD

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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, Marketing 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



Mr. González Ferrer, Óliver

- ♦ 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 from the Pontificia Comillas University
- ♦ Bachelor's Degree in Sociology from 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 Prodemsas Asesores Legales y Tributales
- ♦ Master's Degree in Labor Law Consultancy
- ♦ Diploma 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 Digital Talent Area Coordinator at Coherentis
- ♦ Digital Talent Consultant at Talenttics
- ♦ International Recruitment Consultant at Binternational Group
- ♦ Recruitment Consultant at ARG Human Resources Advisor
- ♦ Bachelor's Degree in Law from Carlos III University
- ♦ Diploma in Labor Relations from 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
- ♦ Bachelor's Degree in Journalism from the Charles III University

Dr. Ruíz Rodríguez, Raquel

- ♦ Director at Rétate School Talent and Science Consultancy
- ♦ Radio collaborator in the program "Rompiendo las Reglas"
- ♦ Director of Career Development
- ♦ HR Manager at Bureau Veritas
- ♦ Doctorate in Business Leadership from Rey Juan Carlos Univeristy
- ♦ 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

08 Certificate

This Advanced Master's Degree in Senior Human Resources Management, Expert in Trade Union Relations guarantees students, in addition to the most rigorous and up-to-date education, access to an Advanced Master's Degree diploma issued by TECH Global University.



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

This private qualification will allow you to obtain an **Advanced Master's Degree diploma in Senior Human Resources Management, Expert in Trade Union Relations** endorsed by **TECH Global University**, the world's largest online university.

TECH Global University, is an official European University publicly recognized by the Government of Andorra ([official bulletin](#)). Andorra is part of the European Higher Education Area (EHEA) since 2003. The EHEA is an initiative promoted by the European Union that aims to organize the international training framework and harmonize the higher education systems of the member countries of this space. The project promotes common values, the implementation of collaborative tools and strengthening its quality assurance mechanisms to enhance collaboration and mobility among students, researchers and academics.

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TECH is a member of The **Economics, Business and Enterprise Association (EBEA)**, a prestigious organization dedicated to promoting professional excellence in business sciences. This membership strengthens its commitment to academic excellence in the business field.

Accreditation/Membership



Title: **Advanced Master's Degree in Senior Human Resources Management, Expert in Trade Union Relations**

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**



Mr./Ms. _____, with identification document _____
has successfully passed and obtained the title of:

Advanced Master's Degree in Senior Human Resources Management, Expert in Trade Union Relations

This is a private qualification of 3,600 hours of duration equivalent to 120 ECTS, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

TECH Global University is a university officially recognized by the Government of Andorra on the 31st of January of 2024, which belongs to the European Higher Education Area (EHEA).

In Andorra la Vella, on the 28th of February of 2024


 Dr. Pedro Navarro Illana
 Dean

Unique TECH Code: AFW010235 techinstitute.com/certificates

Advanced Master's Degree in Senior Human Resources Management, Expert in Trade Union Relations

General Structure of the Syllabus

Year	Subject	ECTS	Type	Year	Subject	ECTS	Type
1 ^a	Leadership, Ethics and Social Responsibility in Companies	5	CO	2 ^a	Organizational Behavior	5	CO
1 ^a	Strategic Direction and Executive Management	5	CO	2 ^a	Executive Coaching	5	CO
1 ^a	People and Talent Management	5	CO	2 ^a	Strategic Communication	5	CO
1 ^a	Economic and Financial Management	5	CO	2 ^a	Transforming Human Resources in the Digital Era	5	CO
1 ^a	Operations and Logistics Management	5	CO	2 ^a	Labor Relations Theory	5	CO
1 ^a	Information Systems Management	5	CO	2 ^a	Sociology of Work	5	CO
1 ^a	Commercial Management, Strategic Marketing and Corporate Communications	5	CO	2 ^a	Social Research Strategies and Methods	5	CO
1 ^a	Market Research, Advertising and Commercial Management	5	CO	2 ^a	Labor and Market Economics	5	CO
1 ^a	Innovation and Project Management	5	CO	2 ^a	Labor Law	5	CO
1 ^a	Executive Management	5	CO	2 ^a	Management of Labor Intermediation Policies	4	CO
1 ^a	HR Management and Administration Process	5	CO	2 ^a	Strategic Management of Equality and Diversity in HR	4	CO
				2 ^a	Work Environment Management I	4	CO
				2 ^a	Work Environment Management II	5	CO


 Dr. Pedro Navarro Illana
 Rector





Advanced Master's **Degree** Senior Human Resources Management, Expert in Trade Union Relations

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

Advanced Master's Degree

Senior Human Resources Management, Expert in Trade Union Relations

Accreditation/Membership



Economics, Business
and Enterprise Association

A background image showing a close-up of a person's hands. One hand is holding a black pen with a gold tip, poised to write on a white sheet of paper. The other hand is resting on a laptop keyboard. The scene is set on a wooden desk. The image is partially obscured by dark blue and black geometric shapes in the bottom left corner.

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