Professional Master's Degree
MBA in Industrial Management

tech technological university

tech technological university

Professional Master's Degree
MBA in Industrial Management

- Modality: **online**
- Duration: **12 months**
- Certificate: **TECH Technological University**
- Schedule: **at your own pace**
- Exams: **online**

Website: **www.techtitute.com/us/ingenieria/master/master-mba-industrial-management**

Index

01 Introduction p. 4

02 Objectives p. 8

03 Skills p. 16

04 Course Management p. 20

05 Structure and Content p. 42

06 Methodology p. 58

07 Certificate p. 66

01

Introduction

Process optimization in industrial sectors is a key to competing in a highly globalized and changing environment. In this context, engineers must intervene and become a factor of change for organizations given their ability to deliver effective, efficient and results-oriented management. Consequently, this academic program has been designed to provide engineering professionals with the tools and knowledge they need to achieve the adaptability required by industrial sectors, thus enabling them to better compete, achieve success and, therefore, job growth.

In a highly fluctuating and globalized industrial environment, counting on an engineer capable of performing a sound business management is crucial for any organization. If you want to be that professional, do not hesitate and update your knowledge at TECH Global University"

Today's highly globalized and competitive environment has forced companies to establish highly efficient work environments that allow them to achieve their objectives. To do so, companies must use the best tools to ensure efficient and successful management that can be adjusted at all times to market needs. This Professional Master's Degree provides the tools and knowledge required to achieve such management adaptability to compete in the best conditions possible.

The program, designed especially for engineering professionals, delves into all aspects related to industrial management, and provides a better overview to improve decision-making. To this end, the program relies on great professionals of recognized prestige, with in-depth knowledge and extensive experience to provide great value to the teachings imparted.

The content combines theoretical aspects and an eminently practical approach that provides engineers with a deep understanding of the reality of industrial companies. Thus, it will provide professionals with the capacity and tools they need to efficiently manage all aspects related to industrial management, so they can compete adequately both in the present and in a future full of challenges, opportunities and changes.

Ultimately, the program will provide engineering professionals a knowledge renewal that will place them at the forefront of the latest developments in every relevant branch of knowledge.

This **MBA in Industrial Management** contains the most complete and up-to-date program on the market. The most important features include:

- Case studies presented by engineering experts
- 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.
- Its special emphasis on innovative methodologies
- 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

Study this complete program and see your professional career take off"

Its online nature means our students can choose to take on the course load whenever and wherever they want. All you need is an electronic device with an internet connection"

A high-level program such as this one is especially indicated for engineers who want to enhance their professional profile.

Deepen your knowledge and become an expert engineer in managing industrial companies.

The program includes, in its teaching staff, professionals from the sector who bring to this program their work experience, in addition to recognized specialists from prestigious reference societies and 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 immersive education programmed to prepare for real situations.

This program's design focuses on Problem-Based Learning, through which the professional must try to solve the different professional practice situations that arise during the academic program. For this purpose, it will be aided by an innovative system of interactive videos produced by renowned experts.

02

Objectives

This Professional Master's Degree will equip students with the skills they need to update their knowledge in the profession after deepening their understanding of the key aspects of industrial management that an engineer must perform. The knowledge acquired in the development of the points of the syllabus will drive the professional from a global perspective, with full capacity to achieve the proposed goals. Thus, they will fully develop their faculties in an engineering field that is versatile, global and essential, guiding them towards excellence in a constantly fluctuating and growing environment.

Our goal at TECH is you: give your career the boost it needs and specialize in industrial sectors with total guarantees of success"

General Objectives

- Apply the main strategic keys to better compete in current and future times Master the tools to achieve excellence, define business strategies and deployment in an organization, process management, and structural typology to better adapt to changes Consider aspects to ensure corporate sustainability, customer management, internationalization and change management, which is becoming more and more common
- Manage the projects presented with both conventional and agile methodologies
- Ensure proper HR management to offer a company all the potential required to provide the highest value possible
- Interpret the economic and financial data of the company, while being able to use and develop the necessary tools for a better management of all aspects related to business finances
- Better manage all the necessary steps and phases in the design and development of new products
- Perform production planning and control with the objective of optimizing resources and adapting to demand as well as possible
- Manage quality throughout the organization and apply the most important tools for continuous improvement of products and processes
- Apply the philosophy of lean manufacturing to reduce waste, optimize resources and provide the flexibility a company needs to response to market demands
- Improve the management of the entire supply chain and the flow of materials from suppliers to shipment of products to the customer
- Utilize and apply the latest trends in digitization and Industry 4.0 to be better prepared to compete in rapidly changing new markets

Specific Objectives

Module 1. Strategic Tips to Improve Competitiveness

- Know in detail the importance of excellence and how to measure it
- Define the strategy in order to compete
- Implement and deploy the strategy throughout an organization using a balanced scorecard
- Discover, define and manage the fundamental processes of value generation in the company
- Analyze the different structural typologies that exist and the new trend of the need to develop agile organizations with a rapid response to the turbulent environment.
- Define the fundamental bases for the development of a new business through important work methodologies
- Implement and develop sustainability and social responsibility in company
- Properly manage the relationship with customers
- In-depth study of the internationalization aspect of the company's operations.
- Manage change in a more appropriate way and integrate it as a necessity for a company to advance and progress in a highly competitive environment

Module 2. Project Management

- Establish the objectives of the project
- Identify the business value of a project
- Define project launching factors
- Acquiring the skills of a project manager
- Identify and manage constraints and stakeholders in a project
- Establish the relationship between project management and corporate strategy
- Develop procedures and best practices in project management
- Develop professionally as a project manager

Module 3. Leadership and People Management

- Analyze one's own leadership, motivation and communication style and show effective behaviors, indicating the most correct ways to generate commitment, play as a team and encourage the responsibility of the collaborators
- Delve into the detection, development and retention of talent, as well as the different tools for talent mapping in the company
- Analyze relevant aspects when carrying out team performance assessments and conduct them successfully as aligned with the organization's strategy
- Know how to program training plans appropriate to the needs of the company
- Analyze the main indicators of people management and know how to use the information they report
- Detect potentially risky situations in people management before they have a negative impact on the organization, triggering the implementation of preventive actions

Module 4. Corporate Finance. An Economic-Financial Approach

- Conduct a comprehensive analysis of the current business environment
- Interpret a balance sheet to avoid future risks
- Prepare, analyze and report income statements to the management team to facilitate decision-making
- Reliably forecast, manage and monitor the cash flow of a business
- Knowledge of S/T and L/T financing instruments
- Effectively manage our relationships with the banking sector
- Manage and optimize our organization's costs
- Analyze, evaluate and choose the best investment options for our business
- Master the accounting perspective of corporate transactions between companies
- Deepen our focus on foreign markets to diversify our business geographically

Module 5. Product Design and Development

- Learn in-depth about the techniques, their phases and the tools related to the conceptual design that precedes the final product design, as well as the translation of the final customer's requirements into technical specifications that the product will have to comply with
- Establish all the "actors to be taken into account in the design and development process of a new product for its correct performance in terms of quality, time, cost, resources, communications and risks
- In-depth breakdown of the design process of a new product from CAD design through failure analysis and drawing to agreement that the design will meet requirements
- Analyze available prototyping options for proper evaluation of the initial design
- Carry out in-depth analysis of the phases related to the development of the manufacturing process until the moment the product is available according to the initial requirements
- Achieve a detailed understanding of the product validation process to ensure that it meets all expected quality requirements
- Delve into the processes of innovation and technology transfer to develop new products and processes and to establish a new state of the art

Module 6. Production Planning and Control

- Gain in-depth knowledge of the work dynamics of the production units and the interaction between their functions
- Understand the role of advanced planning and the production plan in reducing incidents and problems in the development of production activities
- Address the importance of production planning as a key tool for the company's profitability
- Acquire all the knowledge to lead the continuous transformations required in production facilities
- Develop all skills required to understand implementing the most proven production planning and control methodologies such as Just in Time or Theory of Constraints
- Analyze the importance of maintenance management, in order to maintain high production efficiency
- Reflect on the importance of implementing organizational systems aimed at improving delivery times and immediate response to market requirements

Module 7. Lean Manufacturing

- Gain in-depth knowledge of the fundamentals of Lean thinking and its main differences with respect to traditional manufacturing processes
- Analyze waste in the company, distinguishing the value of each process and the types of waste that can be found
- Establish the 5S principles and how they can help improve productivity, as well as deepen its implementation in the company

- Master Lean diagnostic tools
- Conduct a thorough analysis of operational lean tools such as SMED, JIDOKA, POKAYOKE, batch reduction and POUS
- Gain an in-depth understanding of the importance of lean production monitoring, planning and control tools such as visual management, standardization, production leveling and cellular manufacturing
- In-depth study of the principles of the Kaizen method for continuous improvement and the different methodologies, as well as the main obstacles that we can find for the implementation of Kaizen in the company
- Analyze the roadmap to implement lean in a company by delving deeper into the general aspects of implementation, the different phases and the success factors to apply the lean philosophy in a company
- Identify KPIs that can help measure the results of implementing lean
- Research the importance of the human dimension of lean and staff involvement systems as a success factor in its implementation

Module 8. Quality Management

- Establish the importance of quality management throughout all areas of the company
- Identify the quality costs associated with quality management and implement a system to monitor and improve them
- Gain detailed knowledge of the ISO 9001 quality management standard and how to implement it in a company
- Analyze the ISO 14000 environmental and ISO 450001 occupational hazard standards and their integration within a quality system to avoid duplication of documentation
- Delve into the new edition of the EFQM model to develop it in a company for future success
- Apply the main quality tools that can be used in the management and improvement of product and process quality
- Establish the importance of continuous improvement and the use of the two main methodologies: the PDCA cycle to apply the implementation of lean manufacturing and Six Sigma
- In-depth knowledge of supplier quality and how to manage it, the different types of audits and how to carry them out, aspects of testing and the laboratory
- Delve into important organizational aspects in quality management in industrial environments

Module 9. The Logistics Function, Key to Compete

- Break down the challenges in logistics function, key activities and associated costs, and derive value from the logistics function by delving into the different types of supply chains
- Develop different strategies to optimize the logistics function
- Apply the principles of lean philosophy to supply chain management and the application of a lean system to the logistics function

- Master warehouse management and its automation
- Manage procurement and supplier relations, as well as the development of effective procurement management
- Apply new tools and information systems to the control of the logistics function
- Know in detail the importance of managing reverse logistics as well as the operations framed within it and the costs associated to it
- Research new trends and strategies in logistics functions and implement them in a company
- Analyze the differentiating factors in successful supply chains and the differentiating elements in value chains
- Delve into pandemic logistics, the different scenarios and analyze the critical points of the supply chain in the current scenario, as well as the types of supply chains for the distribution of key elements such as vaccines

Module 10. Industry 4.0 and Business Intelligence. The Digitized Company

- Lead and face the new business models and challenges associated with the development and implementation of Industry 4.0
- Learn more about the need for digital transformation suggested by the new business challenges to successfully face the near future
- In-depth knowledge and auditing of industrial automation projects as a fundamental part of today's production and management processes
- Identify and interpret the management software used in company departments
- Identify software that provides a global and transversal vision of a company or business
- Discover the importance of data in the oversight, monitoring, management and improvement of a company
- Establish how machine learning and artificial intelligence techniques can contribute to solve a company's problems and to define and project its future

Achieve your professional goals by studying at TECH and start to see your career take off”

Module 11. Leadership, Ethics and Social Responsibility in Companies

- Analyze the impact of globalization on corporate governance and corporate management
- Evaluate the importance of effective leadership in the management and success of companies
- Define cross-cultural management strategies and their relevance in diverse business environments
- Develop leadership skills and understand the current challenges faced by leaders
- Determine the principles and practices of business ethics and their application in corporate decision making
- Structure strategies for the implementation and improvement of sustainability and social responsibility in business

Module 12. People and Talent Management

- Determine the relationship between strategic direction and human resources management
- Delve into the skills required for effective competency-based human resources management
- Delve into the methodologies for performance evaluation and performance management
- Integrate innovations in talent management and their impact on employee retention and loyalty
- Develop strategies for motivation and development of high performance teams
- Propose effective solutions for change management and conflict resolution in organizations

Module 13. Economic and Financial Management

- Analyze the macroeconomic environment and its influence on the national and international financial system
- Define information systems and Business Intelligence for financial decision making
- Differentiate key financial decisions and risk management in financial management
- Evaluate strategies for financial planning and obtaining business financing

Module 14. Commercial Management and Strategic Marketing

- Structure the conceptual framework and the importance of commercial management in companies
- Delve into the fundamental elements and activities of marketing and their impact on the organization
- Determine the stages of the marketing strategic planning process
- Evaluate strategies to improve corporate communication and the digital reputation of the company

Module 15. Executive Management

- Define the concept of General Management and its relevance in business management
- Evaluate the roles and responsibilities of the manager in the organizational culture
- Analyze the importance of operations management and quality management in the value chain
- Develop interpersonal communication and public speaking skills for the formation of spokespersons

03

Skills

After completing the program, our students will be able to identify and solve problems related to the management of companies and industrial projects. All this, thanks to a unique methodology and the support of the experts behinds its development. Thus, TECH guarantees students a high-quality content according to their expectations, giving them the opportunity to excel in their area of work. Additionally, the student will be able to perform the various functions related to this Professional Master's Degree, along with the most innovative proposals in this field of action, thus guiding them towards excellence.

Globalization and digital transformation are forcing companies to hire exceptionally trained engineers to drive their processes. Develop the skills you need with this Professional Master's Degree and achieve professional success in the field"

General Skills

- Master the tools required for industrial management to develop projects and operation plans in an international context
- Apply the knowledge acquired and problem-solving skills in current and global environments within broader industry-related contexts
- Learn to integrate knowledge and gain an in-depth understanding of the different alternatives in industrial management, including its utility in today's world
- Understand and internalize the scope of digital and industrial transformation applied to the sector's systems for their efficiency and competitiveness in today's market
- Learn to apply critical analysis, assessment and synthesis to new and complex ideas in the field of industrial management in engineering
- Be able to promote, in professional contexts, technological, social or cultural advancement within a knowledge-based society, following sustainable precepts

Specific Skills

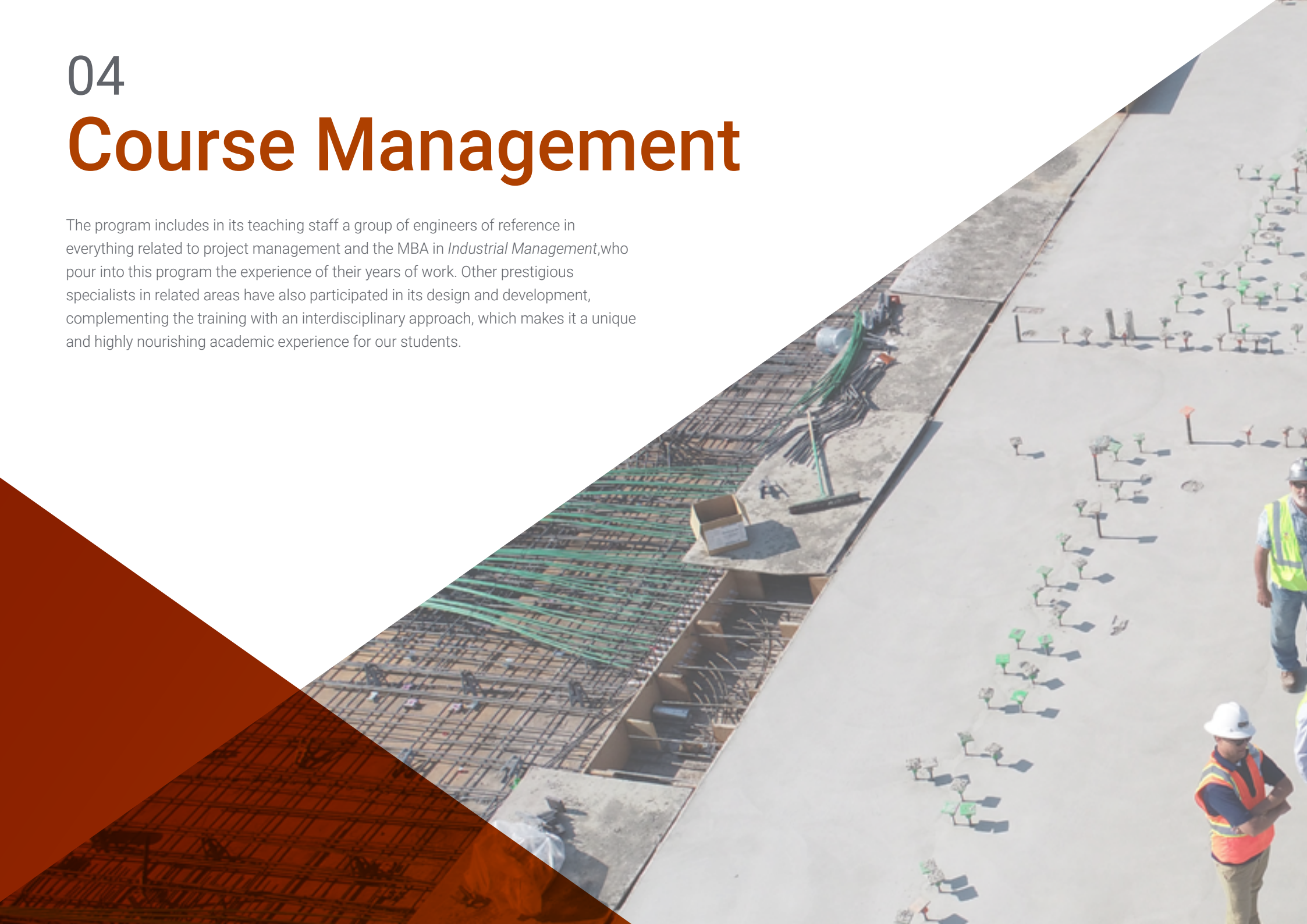
- Efficiently manage all aspects related to industrial management to be able to compete adequately both in the present and in a future full of challenges, opportunities and changes
- Apply the main strategic keys to better compete in current and future times
- Master the tools to achieve excellence, define business strategies and deployment efforts in an organization, process management, and structural typology to be used to better adapt to changes, as well as aspects regarding sustainability, customer management, company internationalization and change management, all of which is becoming more and more common
- Manage the projects presented with both conventional and agile methodologies
- Ensure proper HR management to offer a company all the potential required to provide the highest value possible
- Interpret the economic and financial data of the company, while being able to use and develop the necessary tools for a better management of all aspects related to business finances
- Better manage all the necessary steps and phases in the design and development of new products
- Perform production planning and control with the objective of optimizing resources and adapting to demand as well as possible
- Manage quality throughout the organization and apply the most important tools for continuous improvement of products and processes
- Apply the philosophy of lean manufacturing to reduce waste, optimize resources and provide the flexibility a company needs to respond to market demands
- Develop better management of the entire supply chain and improve the flow of materials from suppliers to shipment of products to the customer
- Utilize and develop the latest trends in digitization and Industry 4.0 in order to be better prepared to compete in the rapidly changing new markets

By improving your skills for the greater good, you will boost your career on a professional and personal level"

04

Course Management

The program includes in its teaching staff a group of engineers of reference in everything related to project management and the MBA in *Industrial Management*,who pour into this program the experience of their years of work. Other prestigious specialists in related areas have also participated in its design and development, complementing the training with an interdisciplinary approach, which makes it a unique and highly nourishing academic experience for our students.



Learn the latest trends in industrial management from leading professionals to become an expert engineer in the field"

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**HR** 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, actively participating in networks of Human Resources professionals and contributing to the incorporation of numerous workers in different companies. After earning her bachelor's degree in **Organizational Communication** from the University of Miami, she has held senior recruiting positions at companies in a variety of fields.

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

Ms. Dove, Jennifer

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

TECH has a distinguished and specialized group of International Guest Directors, with important leadership roles in the most leading companies in the global market"

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 has 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 - Amazon, Seattle , USA
- Senior Program Manager at Amazon
- Vice President, 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
- B.S. in Environmental Studies from The Evergreen State College

Take the opportunity to learn about the latest advances in this field in order to apply it to your daily practice"

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 real 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.

He has also nurtured and**led high-performing teams** throughout his career that have received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: **meeting the complex decarbonization demands** of customers, **supporting** " **cost-effective decarbonization**" and **overhauling** overhauling a fragmented data, **digital and technology landscape**. In this way, his efforts have evidenced 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.

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

Mr. Arman, Romi

- Chief Digital Officer (CDO) at Shell Energy Corporation, London, United Kingdom
- Global Head of eCommerce and Customer Service at Shell Energy Corporation
- National Key Account Manager (Automotive OEM and Retail) for Shell in Kuala Lumpur, Malaysia
- Senior Management Consultant (Financial Services Sector) for Accenture from Singapore
- Graduate of the University of Leeds
- Postgraduate Diploma in Business Applications of AI for Senior Executives from London Business School
- CCXP Customer Experience Professional Certification
- Executive Digital Transformation Course by IMD

Do you want to update your knowledge with the highest educational quality? TECH offers you the most updated content in the academic market, designed by authentic experts of international prestige"

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 Procurement 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, 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**, 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 and supply chain management 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, California, United States
- Senior Manager, B2B Analytics and Technology - Google, USA
- Sales Director - Google, Ireland
- Senior Industry Analyst - Google, Germany
- Accounts Manager - Google, Ireland
- Accounts Payable at Eaton, UK
- Supply Chain Manager at Airbus, Germany

Bet on TECH! You will have access to the best teaching materials, at the forefront of technology and education, implemented by internationally renowned specialists in the field"

International Guest Director

Andrea La Sala is an **experienced Marketing executive** whose projects have had a **significant impact** on the **Fashion sector**. Throughout his successful career he has developed different tasks related to **Product**, **Merchandising** and **Communication**. All 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 **adaptation 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 **retail** and **consumer needs** and **behavior**. In this role, La Sala has also been responsible for shaping the marketing of products in different markets, acting as **team leader** in the **Design, Communication** and **Sales departments**.

On the other hand, in companies such as **Calvin Klein** or **Gruppo Coin**, he has undertaken projects to boost the **structure**, **development** and **marketing** 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 (KPI).

Mr. La Sala, Andrea

- Global Brand and Merchandising Director 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
- Graduate of Business and Economics at the Università degli Studi del Piemonte Orientale

The most qualified and experienced international professionals are waiting for you at TECH to offer you a first class education, updated and based on the latest scientific evidence. What are you waiting for to enroll?"

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 Cafe 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.

In terms of education, the executive has several Master's degrees 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, this expert has achieved cutting-edge skills. Because of this, he has come to be considered a **born leader** of the **new global economy**, entered on the impulse of 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
- Business Intelligence Director at Capgemini
- Chief Analyst at Nordea
- Chief Business Intelligence Consultant for 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 Degree and Master's Degree in Mathematics and Statistics at the University of Copenhagen

Study at the world's best online university according to Forbes! In this MBA you will have access to an extensive library of multimedia resources, developed by internationally renowned professors"

International Guest Director

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

This executive's leadership has been crucial in driving **paid media production strategies**, resulting in a marked **improvement** in his 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.***

On the other hand, the expert 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 skills in **communication** and **storytelling**. In addition, he has participated in Harvard University's School of Professional Development in cutting-edge programs on the use of **Artificial Intelligence** in **business**. As such, his professional profile stands as one of the most relevant in the current field of **Marketing** and **Digital Media.**

Mr. Stevenson, Scott

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

Achieve your academic and professional goals with the best qualified experts in the world! The teachers of this MBA will guide you throughout the learning process"

International Guest Director

Eric Nyquist is an outstanding professional in the **international sports field**, who has built an impressive career, standing out for his**strategic leadership** and his ability to drive change and **innovation** in **top-level** sports organizations.

In fact, he has held senior roles such as **Director of Communications and Impact** at **NASCAR**, based in **Florida, USA**. With many years of experience behind him at NASCAR, Nyquist has also held several leadership positions, including **Senior Vice President of Strategic Development** and **General Manager of Business Affairs** managing more than a dozen disciplines ranging from **strategic development** to **entertainment marketing.**

Nyquist has also made a significant mark on Chicago's top **sport's franchises**. As **Executive Vice President** of the **Chicago Bulls** and the **Chicago White Sox** franchises, he has demonstrated his ability to drive **business** and **strategic success** in the world of **professional sports**.

Finally, it is worth noting that he began his career in **sports** while working in **New York** as **senior strategic analyst** for **Roger Goodell** in the **National Football League (NFL)** and, prior to that, as a **Legal Intern** for the **United States Soccer Federation.**

Mr. Nyquist, Eric

- Director of Communications and Impact, NASCAR, Florida, United States
- Senior Vice President, Strategic Development, NASCAR
- Vice President, Strategic Planning, NASCAR
- Senior Director of Business Affairs at NASCAR
- Executive Vice President, Chicago White Sox Franchises
- Executive Vice President, Chicago Bulls Franchises
- Manager of Business Planning at the National Football League (NFL)
- Business Affairs/Legal Intern with the United States Soccer Federation
- Law Degree from the University of Chicago
- Master of Business Administration-MBA from the University of Chicago Booth School of Business
- Bachelor's Degree in International Economics from Carleton College

"Thanks to this 100% online university degree, you will be able to combine your studies with your daily obligations, under the guidance of the leading international experts in the field of your interest. Enroll now!"

Management

Dr. Asensi, Francisco Andrés

- Business consultant and specialist in Industrial Management and Digital Transformation
- Production and Logistics Coordinator at IDAI NATURE
- Coach in Strategic Coaching
- Organization Manager for Talleres Lemar
- Organization and Business Management for Lab Radio SA
- Doctorate in Industrial Engineering in Business Organization from the University of Castilla la Mancha
- Degree Industrial in Industrial Organization Engineer from the University Polytechnic of Valencia

Professors

Ms. Mollá Latorre, Korinna

- Head of International Projects at AITEX
- Director of Operations and Logistics for Colortex, S.A.
- Project Technician for the Toy Technological Institute
- Industrial Engineer, specialized in Industrial Organization, Universidad Politécnica de Valencia
- Member of the American Society for Production and Inventory Control in Integrated Resource Management

Mr. Ibáñez Capella, Juan

- Project Manager at ITENE Technology Center
- Project Leader at IDOM Consulting
- Facilities and Projects Manager at Power Electronics
- Installations Manager at Ferrovial Company
- Project Technician in High and Low Voltage, Solar PV Photovoltaic Projects
- Consultant for works in the galvanized steel plant SOLMED in Sagunto, AVE Station in Zaragoza, among others

Mr. Ponce Lucas, Miguel Enrique

- Technical Specialist and Lead Engineer at SRG Global
- Product Development Engineer at SRG Global
- Hardware Engineer at DAO Logic
- Degree in Industrial Engineering and Mechanical from the Polytechnic University of Valencia

Mr. Giner Sanchis, David

- Portfolio and Program Manager at MAPFRE's PMO
- Planner and Technical Materials Manager at IDOM Consulting
- Master's Degree in Project Management from the Polytechnic University of Valencia
- Master's Degree Project Management from the European University of Valencia

Ms. Aleixandre Andreu, María José

- Commercial Banking Director of Caja del Mediterráneo and Banco Sabadell
- Diploma in Business Studies from the UV
- Technique and Skills for Trainers. Autonomous University of Barcelona
- Course for Office Managers. Taught by Fundesem
- EFA Certification from the EPFA
- LCCI Certification at Carlos III University
- Second Course for Office Managers, internal training. Caja de Ahorros del Mediterráneo, practical and theoretical training

Mr. Lucero Palau, Tomás

- Zanotti Smart Solutions Factory Manager
- Project Manager at ADUM Consulting
- Operations Manager at Istobal, S.A.
- Production Manager at SRG Global
- Master's Degree in Business Administration from EAE Business School
- Industrial Engineer from the Polytechnic University of Valencia

Mr. Del Olmo Cárcer, Daniel

- Technology Manager at Enira Engineering S.L.
- Plant Engineering Manager at NHK-SOGEFI
- Head of Technical Development and Maintenance at Sealed Air Corporation
- Plant Engineering Manager at SRG Global
- Plant Engineering Manager at Toyota Production System
- Process Engineer at Zodiac Aerospace
- Project Engineer at Serfruit S.A. and Greefa
- Master's Degree MBA in Operations at Universidad Europea de Valencia

Mr. Navarra Jarque, Francisco

- Head of the Personnel Department at ISTOBAL S.A.
- Master's Degree in Human Resources Management from Ramón Llull University
- Degree in Psychology from the Autonomous University of Barcelona

Mr. Morado Vázquez, Eduardo

- Industrial Area Leader in Bituminous Softeners and Plasticizers
- Head of Quality Assurance at Ford Motor Company
- Master's Degree in Occupational Risk Prevention from the University of Alcalá de Henares
- Master's Degree in Business Administration from ESTEMA

Complete, up-to-date and highly efficient education, this program is your chance to boost your job skills and compete among the best in the industry"

05

Structure and Content

The syllabus was designed based on the requirements in applied industrial engineering, following the standards established by the professors on this Professional Master's Degree. Its modules offer a broad perspective of industrial management from a global standpoint to apply it directly on an international scale, incorporating all the fields of work involved in the development of its functions. Our students will be able to update their knowledge and begin to act in this exciting field with more chances of success.

TECH offers you the most complete MBA in Industrial Management syllabus. This is the only way to learn everything you need to intervene in this field"

Module 1. Strategic Tips to Improve Competitiveness

1.1. Excellence in Today's Business
- 1.1.1. Adaptation to VUCA Environments
- 1.1.2. Stakeholder Satisfaction
- 1.1.3. *World Class Manufacturing*
- 1.1.4. Measurement of Excellence: *Net Promoter Score*

1.2. Design of Business Strategy
- 1.2.1. General Strategy Definition Process
- 1.2.2. Definition of the Current Situation Positioning Models
- 1.2.3. Possible Strategic Moves
- 1.2.4. Strategic Models of Action
- 1.2.5. Functional and Organizational Strategies
- 1.2.6. Environmental and Organizational Analysis. SWOT Analysis for Decision Making

1.3. Strategy Deployment. Balanced Scorecard
- 1.3.1. Mission, Vision, Values and Principles of Action
- 1.3.2. Need for a Balanced Scorecard
- 1.3.3. Perspectives to Be Used in CMI
- 1.3.4. Strategic Map
- 1.3.5. Phases to Implement a Good CMI
- 1.3.6. General Map of CMI

1.4. Process Management
- 1.4.1. Process Description
- 1.4.2. Types of Processes. Main Processes
- 1.4.3. Process Prioritization
- 1.4.4. Process Representation
- 1.4.5. Measuring Processes for Improvement
- 1.4.6. Business Process Mapping
- 1.4.7. Process Reengineering

1.5. Structural Typologies. Agile Organizations ERR
- 1.5.1. Structural Typologies
- 1.5.2. The Company Seen as an Adaptable System
- 1.5.3. The Horizontal Business
- 1.5.4. Characteristics and Key Factors of Agile Organizations (RRA)
- 1.5.5. The Organizations of the Future: The TEAL Organization

1.6. Business Model Design
- 1.6.1. Canvas Model for Business Model Design
- 1.6.2. Lean Startup Methodology in the Creation of New Businesses and Products
- 1.6.3. The Blue Ocean Strategy

1.7. Corporate Social Responsibility and Sustainability
- 1.7.1. Corporate Social Responsibility (CSR): ISO 26000
- 1.7.2. Sustainable Development Goals SDGs
- 1.7.3. Agenda 2030

1.8. *Customer Management*
- 1.8.1. The Need to Manage Customer Relationships
- 1.8.2. Customer Management Elements
- 1.8.3. Technology and Customer Management CRM

1.9. Management in International Environments
- 1.9.1. The Importance of Internationalization
- 1.9.2. Export Potential Diagnosis
- 1.9.3. Elaborating an Internationalization Plan
- 1.9.4. Implementing Internationalization Plans
- 1.9.5. Export Assistance Tools

1.10. Change management
- 1.10.1. The Dynamics of Change in Companies
- 1.10.2. Obstacles to Change
- 1.10.3. Factors of Adaptation to Change
- 1.10.4. Kotter's Methodology for Change Management

Module 2. Project Management

2.1. The Project
- 2.1.1. Fundamental Project Components
- 2.1.2. Project Director
- 2.1.3. Project Environment

2.2. Project Scope Management
- 2.2.1. Scope Analysis
- 2.2.2. Project Scope Planning
- 2.2.3. Project Scope Control

2.3. Schedule Management
- 2.3.1. Importance of Planning
- 2.3.2. Project Planning Management *Project Schedule*
- 2.3.3. Trends in Time Management

2.4. Cost Management
- 2.4.1. Project Cost Analysis
- 2.4.2. Financial Project Selection
- 2.4.3. Project Cost Planning
- 2.4.4. Project Cost Control

2.5. Quality, Resources and Procurement
- 2.5.1. Total Quality and Project Direction
- 2.5.2. Project Resources
- 2.5.3. Acquisition. Recruitment System

2.6. Project Stakeholders and Communications
- 2.6.1. Importance of Stakeholders
- 2.6.2. Project Stakeholders Management
- 2.6.3. Project Communication

2.7. Project Risk Management
- 2.7.1. Fundamental Principles in Risk Management
- 2.7.2. Process Management for Project Risk Management
- 2.7.3. Trends in Risk Management

2.8. Integrated Project Management
- 2.8.1. Strategic Planning and Project Management
- 2.8.2. Project Management Plan
- 2.8.3. Implementation and Control Processes
- 2.8.4. Project Closing

2.9. Agile Methodologies I: Scrum
- 2.9.1. Agile and Scrum Principles
- 2.9.2. Scrum Team
- 2.9.3. Scrum Events
- 2.9.4. Scrum Artifacts

2.10. Agile Methodologies II: *Kanban*
- 2.10.1. Kanban Principles
- 2.10.2. Kanban and Scrumban
- 2.10.3. Certifications

Module 3. Leadership and People Management

3.1. The Role of the Leader
- 3.1.1. Leadership in Effective People Management
- 3.1.2. Types of Decision-Making Style in People Management
- 3.1.3. The Coach Leader
- 3.1.4. Self-Directed Teams and Empowerment

3.2. Team Motivation
- 3.2.1. Needs and Expectations
- 3.2.2. Effective Recognition
- 3.2.3. How Can Team Cohesion Be Strengthened?

3.3. Communication and Conflict Resolution
- 3.3.1. Intelligent Communication
- 3.3.2. Constructive Conflict Management
- 3.3.3. Conflict Solving Strategies

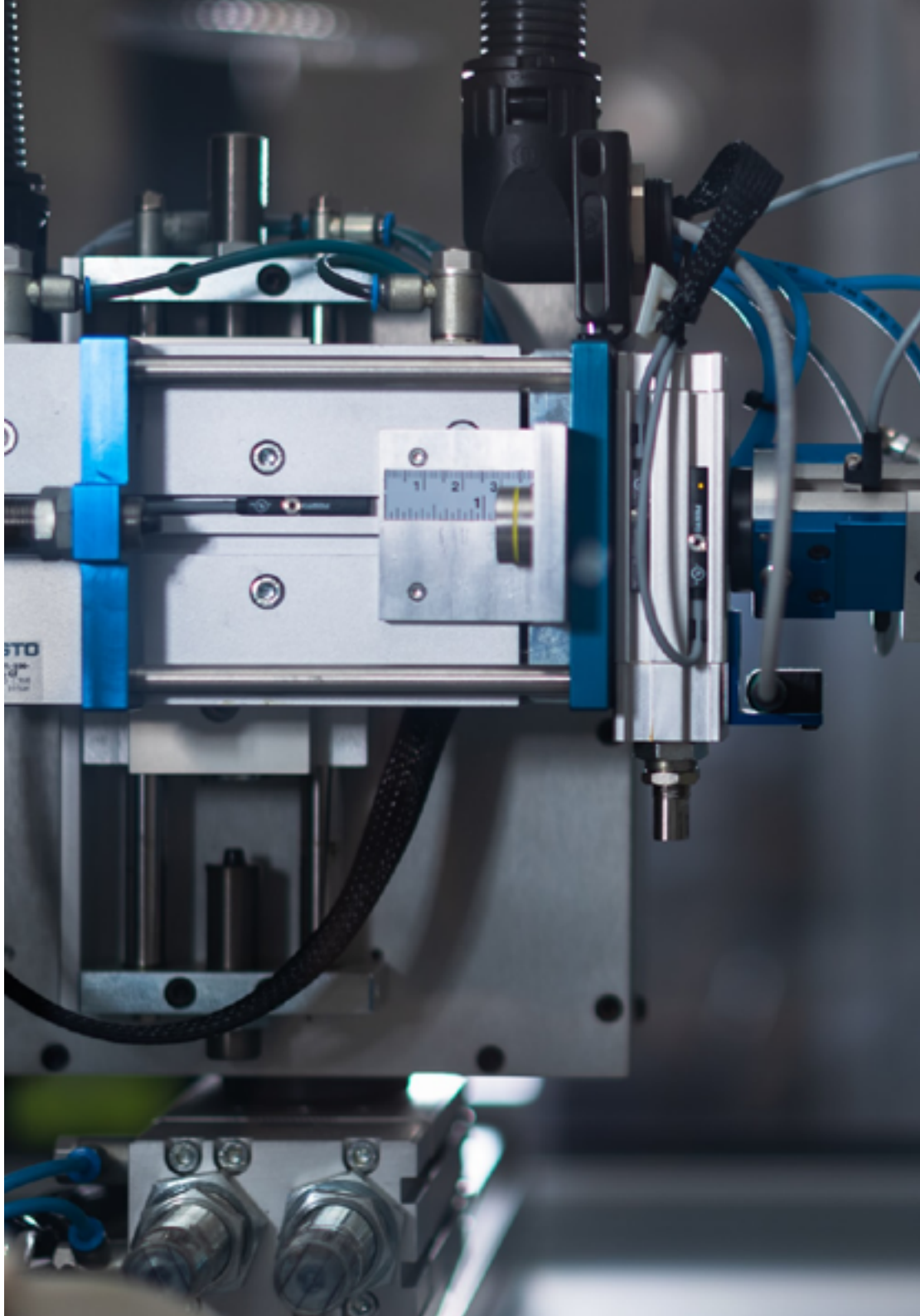
3.4. Emotional Intelligence in People Management
- 3.4.1. Emotion, Feelings and Mood
- 3.4.2. Emotional Intelligence
- 3.4.3. Ability Model (Mayer and Salovey): Identify, Use, Understand and Manage
- 3.4.4. Emotional Intelligence and Personnel Recruitment

3.5. Indicators in People Management
- 3.5.1. Productivity
- 3.5.2. Staff Turnover
- 3.5.3. Talent Retention Rate
- 3.5.4. Staff Satisfaction Rate
- 3.5.5. Average Time of Unfilled Vacancies
- 3.5.6. Average Training Time
- 3.5.7. Average Time to Achieve Goals
- 3.5.8. Absenteeism Levels
- 3.5.9. Occupational Accidents

3.6. Performance Evaluation
- 3.6.1. Performance Assessment Components and Cycle
- 3.6.2. 360º Assessment
- 3.6.3. Performance Management: A Process and a System
- 3.6.4. Management by Objectives
- 3.6.5. Operation of the Performance Assessment Process

3.7. Training Plan
- 3.7.1. Fundamental Principles
- 3.7.2. Identification of Training Needs
- 3.7.3. Training Plan
- 3.7.4. Training and Development Indicators

3.8. Identification of Potential
- 3.8.1. Potential
- 3.8.2. Soft Skills as a Key High-Potential Initiator
- 3.8.3. Methodologies for Identifying Potential: Learning Agility Assessment (Lominger) and Growth Factors



3.9. Talent Map
- 3.9.1. George Odiorne-4 Box Matrix
- 3.9.2. 9-Box Matrix
- 3.9.3. Strategic Actions to Achieve Effective Talent Outcomes

3.10. Talent Development Strategy and ROI
- 3.10.1. 70-20-10 Learning Model for Soft Skills
- 3.10.2. Career Paths and Succession
- 3.10.3. Talent ROI

Module 4. Corporate Finance. An Economic-Financial Approach

4.1. The Company in Our Environment
- 4.1.1. Production Costs
- 4.1.2. The Company in Competitive Markets
- 4.1.3. Monopolistic Competition

4.2. Analyzing Financial Statements I: Balance Sheets
- 4.2.1. Assets. CP and LP Resources
- 4.2.2. Liabilities. Obligations to CP and LP
- 4.2.3. Shareholders' Equity. Shareholder Returns

4.3. Analyzing Financial Statements II: Income Statements
- 4.3.1. The Structure of an Income Statement. Revenues, Costs, Expenses and Result
- 4.3.2. Main Ratios to Analyze the Income Statement
- 4.3.3. Profitability Analysis

4.4. Treasury Management
- 4.4.1. Income and Payments. Cash-Forecast
- 4.4.2. Impact and Management of Cash Deficits/Surplus. Corrective Actions
- 4.4.3. Analysis of Cash Flow
- 4.4.4. Management and Impact of Debt Portfolio

4.5. Sources of Financing to CP and LP
- 4.5.1. Financing to CP, Tools
- 4.5.2. Financing to LP, Tools
- 4.5.3. Types of interest and Their Structure

4.6. Interaction between the Company and the Bank
- 4.6.1. The Financial System and the Banking Business
- 4.6.2. Banking Products for the Company
- 4.6.3. The Company Analyzed by the Bank

4.7. Analytical or Cost Accounting
- 4.7.1. Types of Costs Decisions Based on Costs
- 4.7.2. Full Costing
- 4.7.3. Direct Costing
- 4.7.4. Cost Model Based on Centers and Activities

4.8. Investment Analysis and Valuation
- 4.8.1. The Company and Investment Decisions. Scenarios and Situations
- 4.8.2. Investment Valuation
- 4.8.3. Valuation of Companies

4.9. Corporate Accounting
- 4.9.1. Capital Increase and Reduction
- 4.9.2. Dissolution, Liquidation and Transformation of Companies
- 4.9.3. Combinations of Companies: Mergers and Acquisitions

4.10. Foreign Trade Finance
- 4.10.1. Foreign Markets: The Decision to Export
- 4.10.2. The Foreign Exchange Market
- 4.10.3. International Payment and Collection Methods
- 4.10.4. Transportation, Incoterms and Insurance

Module 5. Product Design and Development

5.1. QFD (Quality Function Deployment) in Product Design and Development
- 5.1.1. From the Voice of the Customer to Technical Requirements
- 5.1.2. The House of Quality / Phases in Development
- 5.1.3. Advantages and Limitations

5.2. Design Thinking
- 5.2.1. Design, Need, Technology and Strategy
- 5.2.2. Stages of the Process
- 5.2.3. Tools and Techniques Used

5.3. Concurrent Engineering
- 5.3.1. Fundamentals of Concurrent Engineering
- 5.3.2. Methodology of Concurrent Engineering
- 5.3.3. Tools Used

5.4. Programming. Planning and Definition
- 5.4.1. Requirements. Quality Management
- 5.4.2. Development Phases. Time Management
- 5.4.3. Materials, Feasibility, Processes. Cost Management
- 5.4.4. Project Equipment. Human Resource Management
- 5.4.5. Information. Communications Management
- 5.4.6. Risk Analysis. Risk Management

5.5. Products. Their Design (CAD) and Development
- 5.5.1. Information Management / PLM / Product Life Cycle
- 5.5.2. Modes and Effects of Product Failure
- 5.5.3. CAD Construction. Review
- 5.5.4. Product and Manufacturing Plans
- 5.5.5. Design Verification

5.6. Prototypes. Their Development
- 5.6.1. Rapid Prototyping
- 5.6.2. Control Plan
- 5.6.3. Experiment Design
- 5.6.4. The Analysis of Measurement Systems

5.7. Produtive Process. Design and Development
- 5.7.1. Modes and Effects of Process Failure
- 5.7.2. Design and Construction of Manufacturing Tools
- 5.7.3. Design and Construction of Control Tools (Gauges)
- 5.7.4. Adjustment Phase
- 5.7.5. Production Start-Up
- 5.7.6. Initial Evaluation of the Process

5.8. Product and Process. Its Validation
- 5.8.1. Evaluation of Measurement Systems
- 5.8.2. Validation Tests
- 5.8.3. Statistical Process Control (SPC)
- 5.8.4. Product Certification

5.9. Change Management. Improvement and Corrective Actions
- 5.9.1. Type of Change
- 5.9.2. Variability Analysis, Improvement
- 5.9.3. Lessons Learned and Practices Tested
- 5.9.4. Process of Change

5.10. Innovation and Technology Transfer
- 5.10.1. Intellectual Property
- 5.10.2. Innovation
- 5.10.3. Technological Transfer

Module 6. Production Planning and Control

6.1. Phases of Production Planning
- 6.1.1. Advanced Planning
- 6.1.2. Sales Projections, Methods
- 6.1.3. Definition of Takt-Time
- 6.1.4. Material Plan-MRP– Minimum Stock
- 6.1.5. Personal Plan
- 6.1.6. Equipment Needs

6.2. Performance Development Plan (PDP)
- 6.2.1. Factors to Consider
- 6.2.2. Push Planning
- 6.2.3. Pull Planning
- 6.2.4. Mixed Systems

6.3. *Kanban*
- 6.3.1. Types of Kanban
- 6.3.2. Uses for Kanban
- 6.3.3. Autonomous Planning: 2-bin Kanban

6.4. Production Control
- 6.4.1. PDP Deviations and Reporting
- 6.4.2. Monitoring of Performance in Production: OEE
- 6.4.3. Monitoring of Total Capacity: TEEP

6.5. Production Organization
- 6.5.1. Production Equipment
- 6.5.2. Engineering Processes
- 6.5.3. Maintenance
- 6.5.4. Control of Materials

6.6. Total Productive Maintenance (TPM)
- 6.6.1. Corrective Maintenance
- 6.6.2. Autonomous Maintenance
- 6.6.3. Preventative Maintenance
- 6.6.4. Predictive Maintenance
- 6.6.5. Maintenance Efficiency Indicators MTBF-MTTR

6.7. Plant Layout
- 6.7.1. Conditioning Factors
- 6.7.2. Online Production
- 6.7.3. Production in Work Cells
- 6.7.4. Applications
- 6.7.5. SLP Methodology

6.8. Just-In-Time (JIT)
- 6.8.1. Description and Origins of JIT
- 6.8.2. Objectives
- 6.8.3. Applications of JIT. Product Sequencing

6.9. Theory of Constraints (TOC)
- 6.9.1. Fundamental Principles
- 6.9.2. The 5 Steps of TOC and its Application
- 6.9.3. Advantages and Disadvantages

6.10. Quick Response Manufacturing (QRM)
- 6.10.1. Description
- 6.10.2. Key Points for the Structuring
- 6.10.3. Implementation of the QRM

Module 7. *Lean Manufacturing*

7.1. Lean Thinking
- 7.1.1. Structure of the Lean System
- 7.1.2. Lean Principles
- 7.1.3. Lean vs. Traditional Manufacturing Processes

7.2. Waste in the Company
- 7.2.1. Value vs. Waste in Lean Environments
- 7.2.2. Tpes of Waste (MUDAS)
- 7.2.3. The Lean Thinking Process

7.3. 5 S Methodology
- 7.3.1. The 5S Principles and How They Can Help Us Improve Productivity
- 7.3.2. The 5 S' Seiri, Seiton, Seiso, Seiketsu and Shitsuke.
- 7.3.3. Implementation of the 5S in the Company

7.4. Lean Diagnostic Tools. VSM Value Stream Maps
- 7.4.1. Value-Adding Activities (VA), Necessary Activities (NNVA) and Non-Value-Adding Activities (NVA)
- 7.4.2. The 7 Tools of Value Stream Mapping
- 7.4.3. Process Activity Mapping
- 7.4.4. Mapping Supply Chain Response
- 7.4.5. The Production Variety Funnel
- 7.4.6. Quality Filter Mapping
- 7.4.7. Demand Amplification Mapping
- 7.4.8. Decision Point Analysis
- 7.4.9. Physical Structure Mapping

7.5. Lean Operational Tools
- 7.5.1. SMED
- 7.5.2. JIDOKA
- 7.5.3. POKAYOKE
- 7.5.4. Batch Reduction
- 7.5.5. POUS

7.6. Lean Tools for Production Monitoring, Planning and Control
- 7.6.1. Visual Management
- 7.6.2. Standardization
- 7.6.3. Production Leveling (Heijunka)
- 7.6.4. Manufacturing in Cells

7.7. The Kaizen Method for Continuous Improvement
- 7.7.1. Kaizen Principles
- 7.7.2. Kaizen Methodologies: Kaizen Blitz, Gemba Kaizen, Kaizen Teian
- 7.7.3. Problem Solving Tools A3 Report
- 7.7.4. Main Obstacles for Implementing Kaizen

7.8. Roadmap for Lean Implementation
- 7.8.1. General Aspects of Implementation
- 7.8.2. Phases of Implantation
- 7.8.3. Information Technologies in Lean Implementation
- 7.8.4. Success Factors in Lean

7.9. Lean Performance Measurement KPIs
- 7.9.1. OEE- Overall Equipment Efficiency
- 7.9.2. TEEP- Total Equipment Effectiveness Performance
- 7.9.3. FTT- First Time Quality
- 7.9.4. DTD- Dock to Dock Time
- 7.9.5. OTD- On-Time Delivery
- 7.9.6. BTS- Programmed Manufacturing
- 7.9.7. ITO- Inventory Turnover Rate
- 7.9.8. VAR-Value Added Ratio
- 7.9.9. PPMs- Parts per Million Defects
- 7.9.10. DR- Delivery Rate
- 7.9.11. AFR- Accident Frequency Rate

7.10. Lean's Human Dimension Staff Participation Systems
- 7.10.1. The Team in the Lean Project. Application of Teamwork
- 7.10.2. Operator Versatility
- 7.10.3. Improvement Groups
- 7.10.4. Suggestion Programs

Module 8. Quality Management

8.1. Total Quality
- 8.1.1. Total Quality Management
- 8.1.2. External and Internal Customers
- 8.1.3. Quality Costs
- 8.1.4. Ongoing Improvement and the Deming Philosophy

8.2. ISO 9001:15 Quality Management System
- 8.2.1. The 7 Principle of ISO 9001:15 Quality Management
- 8.2.2. Process Approach
- 8.2.3. ISO 9001: 9001 Requirements
- 8.2.4. Implementation Stages and Recommendations
- 8.2.5. Deployment Objectives in a Hoshin-Kanri-Type Model
- 8.2.6. Audit Certification

8.3. Integrated Management System
- 8.3.1. Environmental Management Systems: ISO 14000
- 8.3.2. Occupational Risk Management System: ISO 45001
- 8.3.3. Integrating Management Systems

8.4. Excellence in Management: EFQM Model
- 8.4.1. EFQM Model: Principles and Fundamentals
- 8.4.2. New EFQM Model Criteria
- 8.4.3. EFQM Diagnostic Tool: REDER Matrices

8.5. Quality Tools
- 8.5.1. Basic Tools
- 8.5.2. Statistical Process Control (SPC)
- 8.5.3. Control Plan and Guidelines for Product Quality Management

8.6. Advanced Tools and Troubleshooting Tools
- 8.6.1. FMEA
- 8.6.2. 8D Report
- 8.6.3. The 5 Why's
- 8.6.4. 5W + 2H
- 8.6.5. *Benchmarking*

8.7. Continuous Improvement Methodology I: PDCA
- 8.7.1. PDCA Cycle and Stages
- 8.7.2. Applying PDCA Cycle to Lean Manufacturing Development
- 8.7.3. Keys to Success in PDCA Projects

8.8. Continuous Improvement Methodology II: Six Sigma
- 8.8.1. Six Sigma Description
- 8.8.2. Six Sigma Principles
- 8.8.3. Six Sigma Project Selection
- 8.8.4. Six Sigma Project Stages: DMAIC Methodology
- 8.8.5. Six Sigma Roles
- 8.8.6. Six-Sigma and Lean Manufacturing

8.9. Quality Suppliers: Audits Tests and Laboratory
- 8.9.1. Reception Quality: Agreed Quality
- 8.9.2. Management System of Internal Audits
- 8.9.3. Product and Process Audits
- 8.9.4. Phases for Performing Audits
- 8.9.5. Auditor Profile
- 8.9.6. Tests, Laboratory and Metrology

8.10. Organization Aspects in Quality Management
- 8.10.1. The Role of Administration in Quality Management
- 8.10.2. Quality Area Organization and the Relationship with Other Areas
- 8.10.3. Quality Circles

Module 9. The Logistics Function, Key to Compete

9.1. Logistical Function and the Supply Chain
- 9.1.1. Logistics Is the Key to a Company's Success
- 9.1.2. Logistics Challenges
- 9.1.3. Key Logistics Activities. How to Derive Value from the Logistics Function
- 9.1.4. Types of Supply Chains
- 9.1.5. Supply Chain Management
- 9.1.6. Logistics Costs

9.2. Logistics Optimization Strategies
- 9.2.1. Cross-Docking Strategy
- 9.2.2. Application of Agile Methodology to Logistics Management
- 9.2.3. Outsourcing of Logistic Processes
- 9.2.4. Picking or Efficient Order Picking

9.3. Lean Logistics
- 9.3.1. Lean Logistics in Supply Chain Management
- 9.3.2. Analysis of Waste in the Logistics Chain
- 9.3.3. Applying a Lean System in Supply Chain Management

9.4. Warehouse Management and Automation
- 9.4.1. The Role of Warehouses
- 9.4.2. The Management of a Warehouse
- 9.4.3. Stocks Management
- 9.4.4. Types of Warehouses
- 9.4.5. Load Units
- 9.4.6. Organization of a Warehouse
- 9.4.7. Storage and Handling Elements

9.5. Procurement Management
- 9.5.1. The Role of Distribution as an Essential Part of Logistics. Internal Logistics vs. External Logistics
- 9.5.2. The Traditional Relationship with Suppliers
- 9.5.3. The New Supplier Relationship Paradigm
- 9.5.4. How to Classify and Select Suppliers
- 9.5.5. How to Execute Effective Procurement Management

9.6. Logistics Information and Control Systems
- 9.6.1. Requirements of a Logistical Information and Control System
- 9.6.2. 2 Types of Logistic Information and Control Systems
- 9.6.3. Application of Big Data in Logistical Management
- 9.6.4. The Importance of Data in Logistics Management
- 9.6.5. The Balanced Scorecard Applied to Logistics. Main Management and Control Indicators

9.7. Reverse Logistics
- 9.7.1. Keys to Reverse Logistics
- 9.7.2. Reverse Logistics Flows vs. Direct
- 9.7.3. Operations within the Framework of Reverse Logistics
- 9.7.4. How to Implement a Reverse Distribution Channel
- 9.7.5. Final Alternatives for Products in the Reverse Channel
- 9.7.6. Costs of Reverse Logistics

9.8. New Logistics Strategies
- 9.8.1. Artificial Intelligence and Robotization
- 9.8.2. Green Logistics and Sustainability
- 9.8.3. Internet of Things Applied to Logistics
- 9.8.4. The Digitized Warehouse
- 9.8.5. e-Business and New Distribution Models
- 9.8.6. The Importance of Last Mile Logistics

9.9. Benchmarking of Supply Chains
- 9.9.1. Common Features of Successful Value Chains
- 9.9.2. Analysis of the Inditex Group's Value Chain
- 9.9.3. Analysis of Amazon's Value Chain

9.10. The Logistics of the Pandemic
- 9.10.1. General Scenario
- 9.10.2. Critical Supply Chain Issues in a Pandemic Scenario
- 9.10.3. Implications of Cold Chain Requirements on the Establishment of the Vaccine Supply Chain
- 9.10.4. Types of Supply Chains for the Distribution of Vaccines

Module 10. Industry 4.0 and Business Intelligence. The Digitized Company

10.1. Automation and Industrial Robotics
- 10.1.1. Process Automation Phases
- 10.1.2. Industrial Hardware for Automation and Robotics
- 10.1.3. The Work Cycle and Its Software Programming

10.2. Process Automation: RPA
- 10.2.1. Administrative Processes that Can Be Automated
- 10.2.2. Software Structure
- 10.2.3. Application Examples

10.3. MES, SCADA, CMMS, WMS, MRPII Systems
- 10.3.1. Production Control with MES Systems
- 10.3.2. Engineering and Maintenance: SCADA AND CMMS
- 10.3.3. Procurement and Logistics: WMS and MPRII

10.4. Business Intelligence Software
- 10.4.1. BI Fundamentals
- 10.4.2. Software Structure
- 10.4.3. Possibilities of Its Implementation

10.5. Software ERP
- 10.5.1. ERP Description
- 10.5.2. Scope of Use
- 10.5.3. Main ERP on the Market

10.6. IoT and Business Intelligence
- 10.6.1. IoT: the Connected World
- 10.6.2. Data Sources
- 10.6.3. Control Using IoT + BI
- 10.6.4. *Blockchain*

10.7. Main BI Software on the Market
- 10.7.1. PowerBI
- 10.7.2. Qlik
- 10.7.3. Tableau

10.8. Microsoft Power BI
- 10.8.1. Features
- 10.8.2. Application Examples
- 10.8.3. The Future of PowerBI

10.9. Machine Learning, Artificial Intelligence, Optimization and Prediction in Companies
- 10.9.1. Machine Learning and Artificial Intelligence
- 10.9.2. Process Optimization
- 10.9.3. The Importance of Data-Driven Forecasting

10.10. Big Data Applied to Business Environments
- 10.10.1. Applications in the Production Environment
- 10.10.2. Applications in Strategic Management
- 10.10.3. Applications in Marketing and Sales

Module 11. Leadership, Ethics and Social Responsibility in Companies

11.1. Globalization and Governance
- 11.1.1. Governance and Corporate Governance
- 11.1.2. The Fundamentals of Corporate Governance in Companies
- 11.1.3. The Role of the Board of Directors in the Corporate Governance Framework

11.2. Cross-Cultural Management
- 11.2.1. Concept of Cross-Cultural Management
- 11.2.2. Contributions to the Knowledge of National Cultures
- 11.2.3. Diversity Management

11.3. Management and Leadership Development
- 11.3.1. Concept of Management Development
- 11.3.2. Concept of Leadership
- 11.3.3. Leadership Theories
- 11.3.4. Leadership Styles
- 11.3.5. Intelligence in Leadership
- 11.3.6. The Challenges of Today's Leader

11.4. Business Ethics
- 11.4.1. Ethics and Morality
- 11.4.2. Business Ethics
- 11.4.3. Leadership and Ethics in Companies

11.5. Sustainability
- 11.5.1. Sustainability and Sustainable Development
- 11.5.2. The 2030 Agenda
- 11.5.3. Sustainable Companies

11.6. Corporate Social Responsibility
- 11.6.1. International Dimensions of Corporate Social Responsibility
- 11.6.2. Implementing Corporate Social Responsibility
- 11.6.3. The Impact and Measurement of Corporate Social Responsibility

11.7. Responsible Management Systems and Tools
- 11.7.1. CSR: Corporate Social Responsibility
- 11.7.2. Essential Aspects for Implementing a Responsible Management Strategy
- 11.7.3. Steps for the Implementation of a Corporate Social Responsibility Management System
- 11.7.4. Tools and Standards of CSR

11.8. Multinationals and Human Rights
- 11.8.1. Globalization, Multinational Corporations and Human Rights
- 11.8.2. Multinational Corporations and International Law
- 11.8.3. Legal Instruments for Multinationals in the Field of Human Rights

11.9. Legal Environment and Corporate Governance
- 11.9.1. International Rules on Importation and Exportation
- 11.9.2. Intellectual and Industrial Property
- 11.9.3. International Labor Law

Module 12. People and Talent Management

12.1. Strategic People Management
- 12.1.1. Strategic Human Resources Management
- 12.1.2. Strategic People Management

12.2. Human Resources Management by Competencies
- 12.2.1. Analysis of the Potential
- 12.2.2. Remuneration Policy
- 12.2.3. Career/Succession Planning

12.3. Performance Evaluation and Performance Management
- 12.3.1. Performance Management
- 12.3.2. Performance Management: Objectives and Process

12.4. Innovation in Talent and People Management
- 12.4.1. Strategic Talent Management Models
- 12.4.2. Talent Identification, Training and Development
- 12.4.3. Loyalty and Retention
- 12.4.4. Proactivity and Innovation

12.5. Developing High Performance Teams
- 12.5.1. High-Performance Teams: Self-Managing Teams
- 12.5.2. Methodologies for Managing High Performance Self-Managed Teams

12.6. Change Management
- 12.6.1. Change Management
- 12.6.2. Types of Change Management Processes
- 12.6.3. Stages or Phases in Change Management

12.7. Executive Communication
- 12.7.1. Internal and External Communication in the Business Environment
- 12.7.2. Communication Departments
- 12.7.3. The Head of Communication of the Company. The Profile of the Dircom

12.8. Productivity, Attraction, Retention and Activation of Talent
- 12.8.1. Productivity
- 12.8.2. Talent Attraction and Retention Levers

Module 13. Economic and Financial Management

13.1. Executive Accounting
- 13.1.1. Basic Concepts
- 13.1.2. The Company's Assets
- 13.1.3. The Company's Liabilities
- 13.1.4. The Company's Net Worth
- 13.1.5. The Income Statement

13.2. Information Systems and Business Intelligence
- 13.2.1. Fundamentals and Classification
- 13.2.2. Cost Allocation Phases and Methods
- 13.2.3. Choice of Cost Center and Impact

13.3. Budget and Management Control
- 13.3.1. The Budgetary Model
- 13.3.2. The Capital Budget
- 13.3.3. The Operating Budget
- 13.3.5. The Cash Budget
- 13.3.6. Budget Monitoring

13.4. Financial Management
- 13.4.1. The Company's Financial Decisions
- 13.4.2. The Financial Department
- 13.4.3. Cash Surpluses
- 13.4.4. Risks Associated with Financial Management
- 13.4.5. Risk Management of the Financial Management

13.5. Financial Planning
- 13.5.1. Definition of Financial Planning
- 13.5.2. Actions to Be Taken in Financial Planning
- 13.5.3. Creation and Establishment of the Business Strategy
- 13.5.4. The Cash Flow Chart
- 13.5.5. The Working Capital Chart

13.6. Corporate Financial Strategy
- 13.6.1. Corporate Strategy and Sources of Financing
- 13.6.2. Corporate Financing Financial Products

13.7. Strategic Financing
- 13.7.1. Self-financing
- 13.7.2. Increase in Shareholder's Equity
- 13.7.3. Hybrid Resources
- 13.7.4. Financing through Intermediaries

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

Module 14. Commercial Management and Strategic Marketing

14.1. Commercial Management
- 14.1.1. Conceptual Framework of Commercial Management
- 14.1.2. Commercial Strategy and Planning
- 14.1.3. The Role of Sales Managers

14.2. Marketing
- 14.2.1. The Concept of Marketing
- 14.2.2. The Basic Elements of Marketing
- 14.2.3. Marketing Activities in Companies

14.3. Strategic Marketing Management
- 14.3.1. The Concept of Strategic Marketing
- 14.3.2. Concept of Strategic Marketing Planning
- 14.3.3. Stages in the Process of Strategic Marketing Planning

14.4. Digital Marketing and e-Commerce
- 14.4.1. Objectives of Digital Marketing and e-Commerce
- 14.4.2. Digital Marketing and the Media It Uses
- 14.4.3. E-Commerce. General Context
- 14.4.4. Categories of e-Commerce
- 14.4.5. Advantages and Disadvantages of e-Commerce Compared to Traditional Commerce

14.5. Digital Marketing to Reinforce a Brand
- 14.5.1. Online Strategies to Improve Brand Reputation
- 14.5.2. *Branded Content and Storytelling*

14.6. Digital Marketing to Attract and Retain Customers
- 14.6.1. Loyalty and Engagement Strategies Using the Internet
- 14.6.2. *Visitor Relationship Management*
- 14.6.3. Hypersegmentation

14.7. Digital Campaign Management
- 14.7.1. What Is a Digital Advertising Campaign?
- 14.7.2. Steps to Launch an Online Marketing Campaign
- 14.7.3. Mistakes in Digital Advertising Campaigns

14.8. Sales Strategy
- 14.8.1. Sales Strategy
- 14.8.2. Sales Methods

14.9. Corporate Communication
- 14.9.1. Concept
- 14.9.2. The Importance of Communication in the Organization
- 14.9.3. Type of Communication in the Organization
- 14.9.4. Functions of Communication in the Organization
- 14.9.5. Elements of Communication
- 14.9.6. Problems of Communication
- 14.9.7. Communication Scenarios

14.10. Digital Communication and Reputation
- 14.10.1. Online Reputation
- 14.10.2. How to Measure Digital Reputation?
- 14.10.3. Online Reputation Tools
- 14.10.4. Online Reputation Report
- 14.10.5. Online Branding

Module 15. Executive Management

15.1. General Management
- 15.1.1. The Concept of General Management
- 15.1.2. The Role of the CEO
- 15.1.3. The CEO and their Responsibilities
- 15.1.4. Transforming the Work of Management

15.2. Manager Functions: Organizational Culture and Approaches
- 15.2.1. Manager Functions: Organizational Culture and Approaches

15.3. Operations Management
- 15.3.1. The Importance of Management
- 15.3.2. Value Chain
- 15.3.3. Quality Management

15.4. Public Speaking and Spokesperson Education
- 15.4.1. Interpersonal Communication
- 15.4.2. Communication Skills and Influence
- 15.4.3. Communication Barriers

15.5. Personal and Organizational Communication Tools
- 15.5.1. Interpersonal Communication
- 15.5.2. Interpersonal Communication Tools
- 15.5.3. Communication in the Organization
- 15.5.4. Tools in the Organization

15.6. Communication in Crisis Situations
- 15.6.1. Crisis
- 15.6.2. Phases of the Crisis
- 15.6.3. Messages: Contents and Moments

15.7. Preparation of a Crisis Plan
- 15.7.1. Analysis of Possible Problems
- 15.7.2. Planning
- 15.7.3. Adequacy of Personnel

15.8. Emotional Intelligence
- 15.8.1. Emotional Intelligence and Communication
- 15.8.2. Assertiveness, Empathy, and Active Listening
- 15.8.3. Self- Esteem and Emotional Communication

15.9. Personal Branding
- 15.9.1. Strategies for Personal Brand Development
- 15.9.2. Personal Branding Laws
- 15.9.3. Tools for Creating Personal Brands

15.10. Leadership and Team Management
- 15.10.1. Leadership and Leadership Styles
- 15.10.2. Leadership Skills and Challenges
- 15.10.3. Managing Change Processes
- 15.10.4. Managing Multicultural Teams

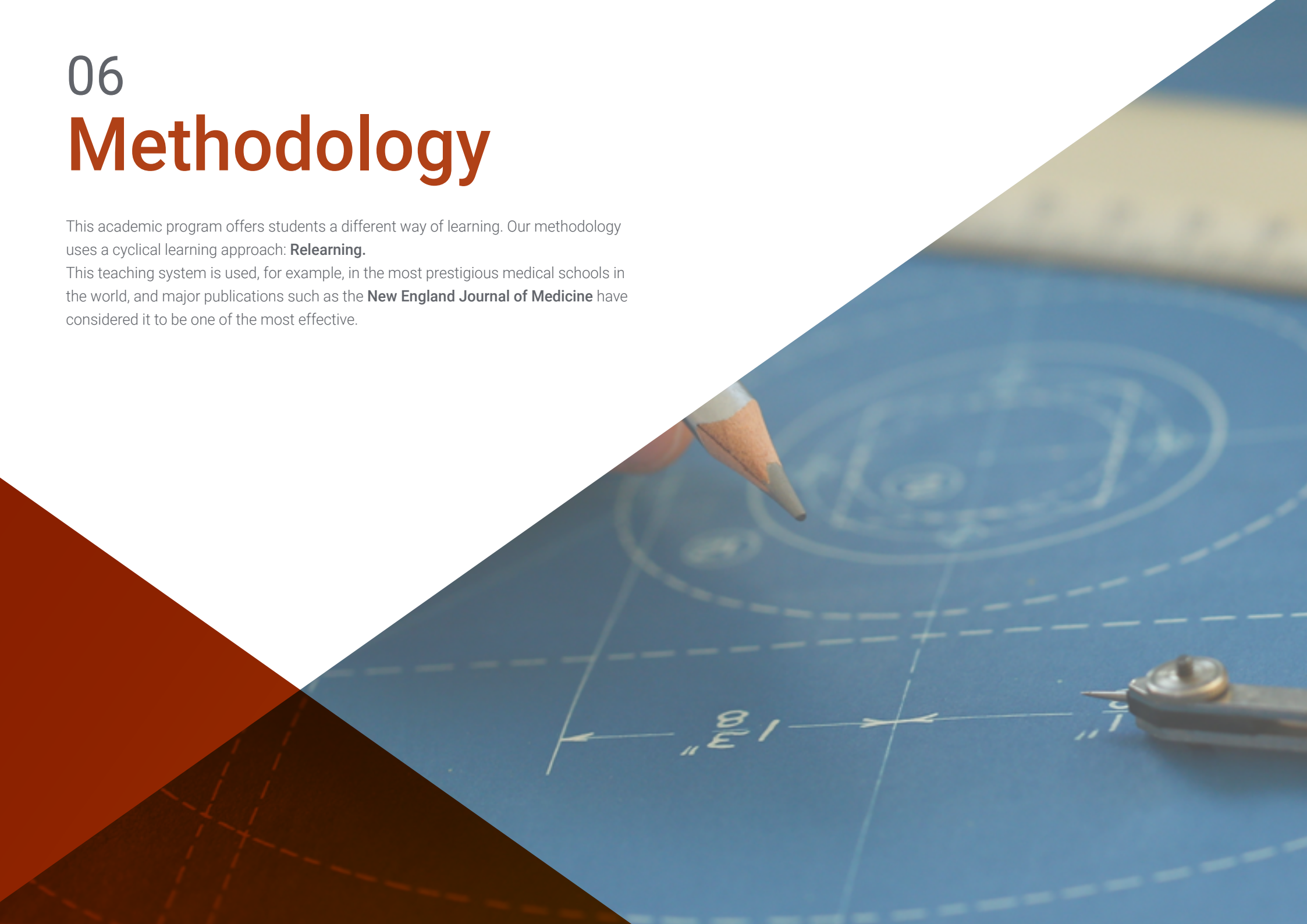
A unique, key, and decisive educational experience to boost your professional development"

06

Methodology

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

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



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

Case Study to contextualize all content

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

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

You will have access to a learning system based on repetition, with natural and progressive teaching throughout the entire syllabus.

The student will learn to solve complex situations in real business environments through collaborative activities and real cases.

A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch, which presents the most demanding challenges and decisions in this field, both nationally and internationally. This methodology promotes personal and professional growth, representing a significant step towards success. The case method, a technique that lays the foundation for this content, ensures that the most current economic, social and professional reality is taken into account.

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

The case method is the most widely used learning system in the best faculties in the world. The case method was developed in 1912 so that law students would not only learn the law based on theoretical content. It consisted of presenting students with real-life, complex situations for them to make informed decisions and value judgments on how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

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

Relearning Methodology

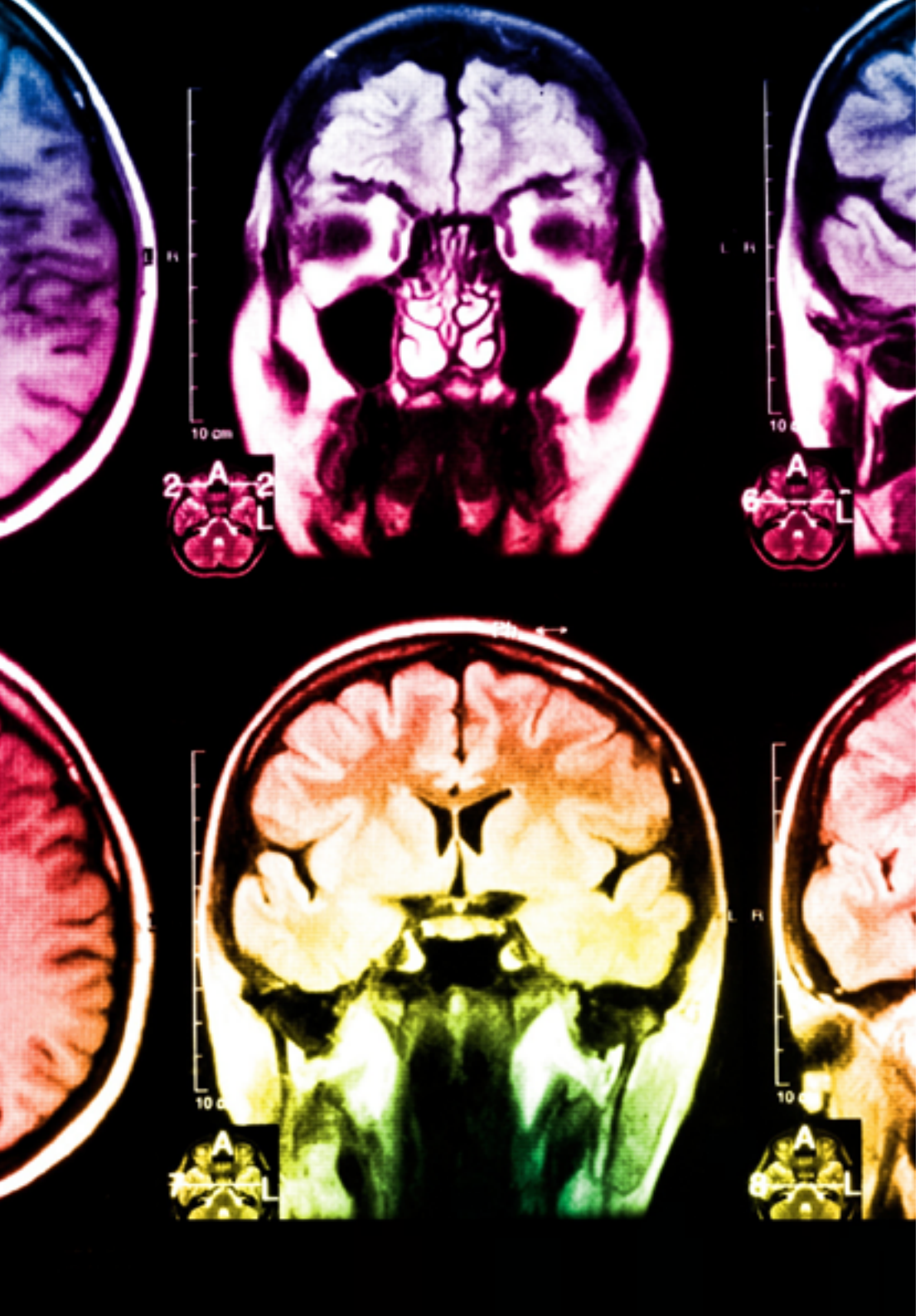
TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines 8 different teaching elements in each lesson.

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

In 2019, we obtained the best learning results of all online universities in the world.

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

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



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

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

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

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

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

Study Material

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

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

Classes

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

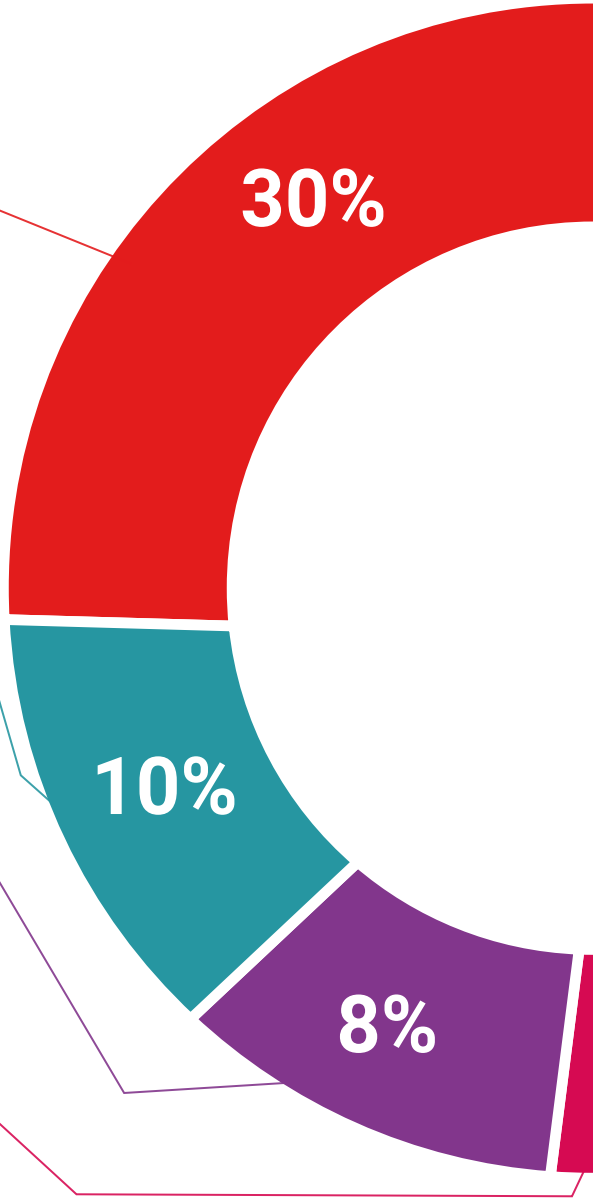
Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.

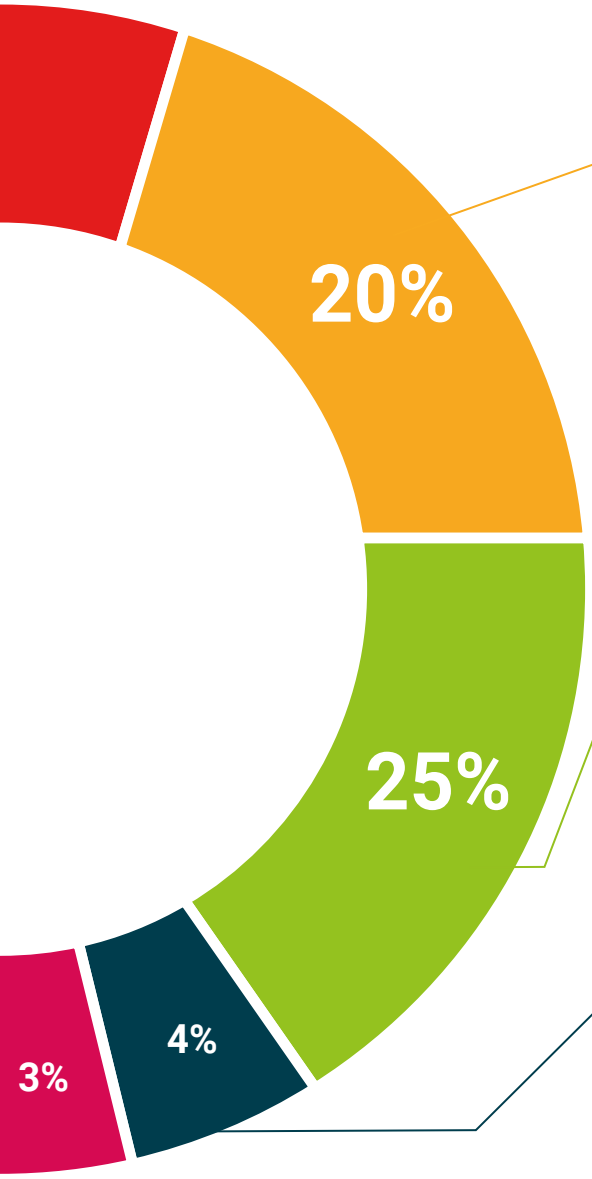
Practising Skills and Abilities

They will carry out activities to develop specific skills and abilities in each subject area. Exercises and activities to acquire and develop the skills and abilities that a specialist needs to develop in the context of the globalization that we are experiencing.

Additional Reading

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





Case Studies

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

Interactive Summaries

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

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

Testing & Retesting

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

07

Certificate

The MBA in Industrial Management guarantees students, in addition to the most rigorous and up-to-date education, access to an Professional Master's Degree issued by TECH Technological University.

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

This in **MBA in Industrial Management** contains the most complete and up-to-dated program on the market.

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

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

Title: **Professional Master's Degree in MBA in Industrial Management**

Official Nº of hours: **1,500 h.**

Modality: **online**

Duration: **12 months**

tech technological university

Awards the following

DIPLOMA

to

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

For having successfully passed and accredited the following program

PROFESSIONAL MASTER'S DEGREE

in

MBA in Industrial Management

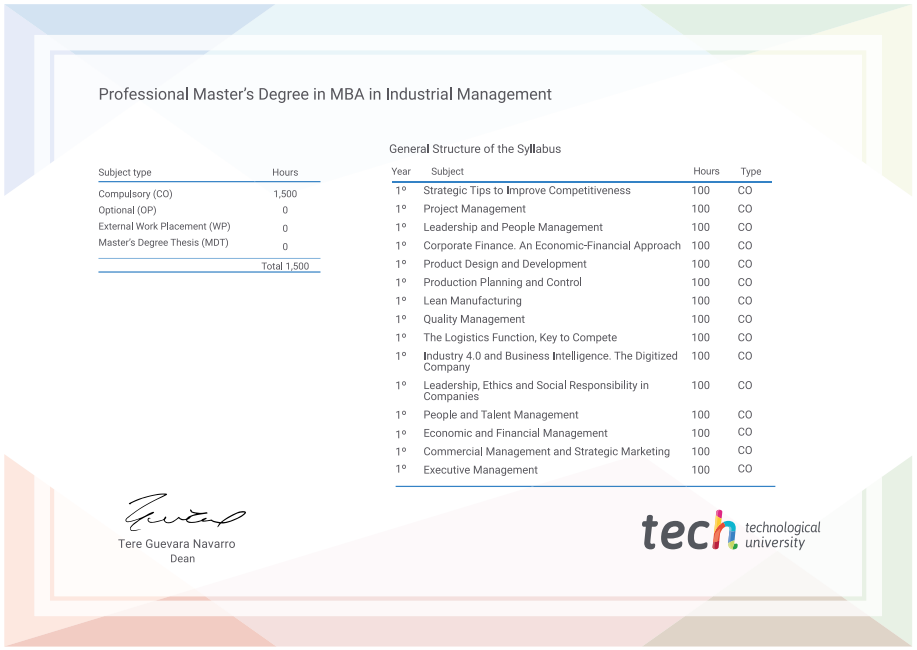
This is a qualification awarded by this University, equivalent to 1,500 hours, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

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

June 17, 2020

Tere Guevara Navarro
Dean

This qualification must always be accompanied by the university degree issued by the competent authority to practice professionally in each country. Unique TECH Code: AFWORD23S techtitute.com/certificates


Professional Master's Degree in MBA in Industrial Management

Subject type	Hours
Compulsory (CO)	1,500
Optional (OP)	0
External Work Placement (WP)	0
Master's Degree Thesis (MDT)	0
	Total 1,500

General Structure of the Syllabus

Year	Subject	Hours	Type
1º	Strategic Tips to Improve Competitiveness	100	CO
1º	Project Management	100	CO
1º	Leadership and People Management	100	CO
1º	Corporate Finance. An Economic-Financial Approach	100	CO
1º	Product Design and Development	100	CO
1º	Production Planning and Control	100	CO
1º	Lean Manufacturing	100	CO
1º	Quality Management	100	CO
1º	The Logistics Function, Key to Compete	100	CO
1º	Industry 4.0 and Business Intelligence. The Digitized Company	100	CO
1º	Leadership, Ethics and Social Responsibility in Companies	100	CO
1º	People and Talent Management	100	CO
1º	Economic and Financial Management	100	CO
1º	Commercial Management and Strategic Marketing	100	CO
1º	Executive Management	100	CO

Tere Guevara Navarro
Dean

tech technological university

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

tech technological university

Professional Master's Degree
MBA in Industrial Management

- Modality: **online**
- Duration: **12 months**
- Certificate: **TECH Technological University**
- Schedule: **at your own pace**
- Exams: **online**

Professional Master's Degree

MBA in Industrial Management

tech technological university