

# Professional Master's Degree

## MBA in Industrial Management



## Professional Master's Degree MBA in Industrial Management

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Technological University
- » Dedication: 16h/week
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtute.com/pk/engineering/professional-master-degree/master-mba-industrial-management](http://www.techtute.com/pk/engineering/professional-master-degree/master-mba-industrial-management)

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# 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.





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*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”*

Today's highly globalized and competitive environment has forced companies to establish highly efficient work environments that enable 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, it relies on great professionals of recognized prestige, who possess in-depth knowledge and extensive experience and who provide great value to the content 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"*



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*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”*

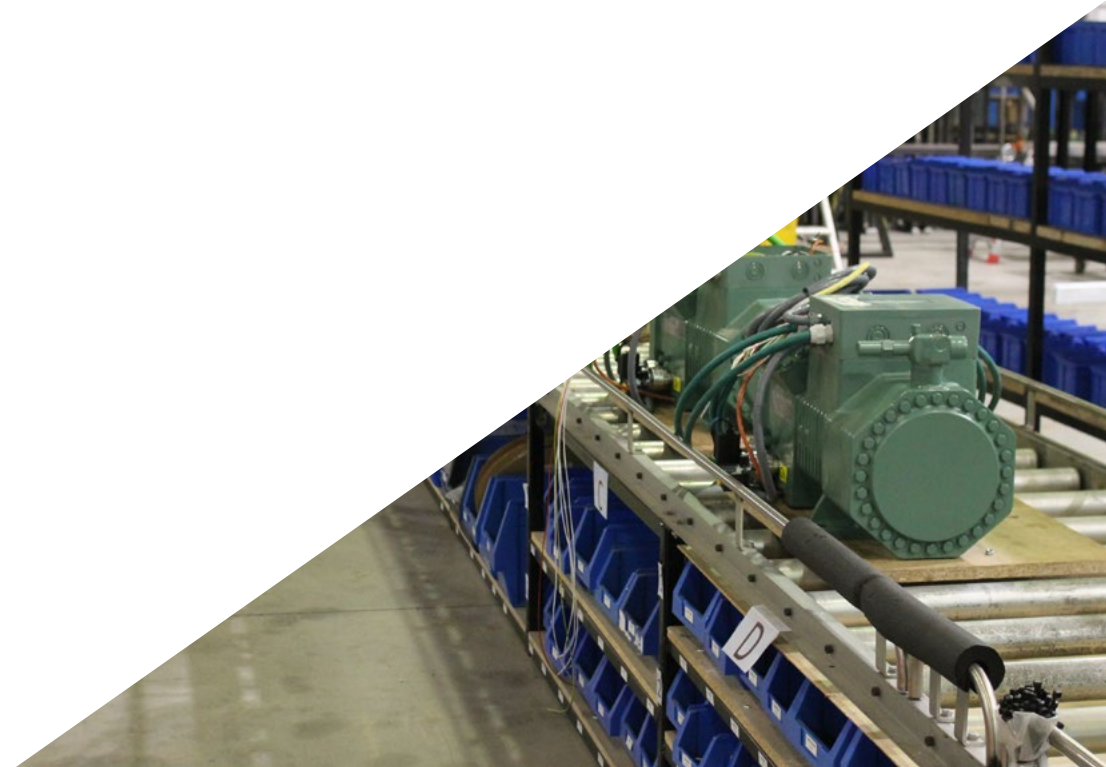
*A high-level program such as this one is especially indicated for engineers who want to enhance their professional profile.*

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

The program's teaching staff includes professionals from the sector who contribute their work experience to this educational program, as well as renowned specialists from leading societies and prestigious universities.

The multimedia content, developed with the latest educational technology, will provide students with situated and contextual learning, i.e., a simulated environment that will provide immersive education programmed to learn in real situations.

This program is designed around Problem-Based Learning, whereby students must try to solve the different professional practice situations that arise during the academic year. To that end, they will be assisted by an innovative, interactive video system created by renowned and experienced 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.







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*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

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- ◆ 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
- ◆ Improve all the necessary managerial steps and phases in the design and development of new products
- ◆ Perform production planning and oversight with the objective of optimizing resources and adapting to demand as well as possible
- ◆ Manage quality in an organization and apply the most useful 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

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### 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 a company
- ◆ Analyze various structural typologies and the new trend to develop agile organizations with a rapid response to turbulent environments
- ◆ Define the fundamental bases to establish a new business through important work methodologies
- ◆ Implement and develop sustainability and social responsibility in a company
- ◆ Properly manage the relationship with customers
- ◆ Study the internationalization of company operations in depth
- ◆ 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
- ◆ Implement procedures and best practices in project management
- ◆ Develop professionally as a project manager



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

- ♦ Analyze leadership, motivation and communication styles and show effective behaviors, indicating the most correct ways to generate commitment, work as a team and encourage the responsibility of the registered collaborators
- ♦ Identify, develop and retain talent, and gain a deeper understanding of the tools used for talent mapping in a company
- ♦ Analyze relevant aspects when carrying out team performance assessments and conduct them successfully as aligned with the organization's strategy
- ♦ Schedule training plans suitable for the company's needs
- ♦ Analyze the main indicators in people management and how to use the information reported
- ♦ 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 and 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
- ♦ Become familiar with S/T and L/T financing instruments
- ♦ Effectively manage relations with the banking sector
- ♦ Manage and optimize an organization's costs
- ♦ Analyze, evaluate and choose the best investment options for a business
- ♦ Master the accounting perspective of corporate transactions between companies
- ♦ Deepen the focus on foreign markets to diversify a business geographically

### **Module 5. Product Design and Development**

- ♦ Gain a deep understanding of techniques, phases and tools related to the conceptual design that precedes 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
- ♦ Break down the design process of a new product from computer-assisted design to agreeing to the final design requirement through failure analysis and plan completion
- ♦ Analyze available prototyping options to properly assess initial designs
- ♦ 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
- ♦ Gain 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 in production units and the interaction between functions
- ♦ Understand the role of advanced planning and production plans in reducing incidents and problems in executing production activities
- ♦ Address the importance of production planning as a key tool for a 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 a company, distinguishing the value of each process and the types of waste
- ♦ Establish the 5S principles and how they can help improve productivity, and delve deeper into incorporating them into a 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
- ♦ Study the principles of the Kaizen method in depth for continuous improvement and the different methodologies, as well as the main obstacles in implementing Kaizen in a 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 a company
- ♦ Identify 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
- ♦ Gain in-depth knowledge of supplier quality and how to manage it, different types of audits and how to conduct them, as well as testing and laboratory aspects
- ♦ 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 various 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 logistics functions
- ♦ 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 in different scenarios and analyze critical points in the current supply chain, as well as types of supply chains to distribute crucial products like vaccines





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

- ♦ Lead in new business models and challenges in facing the development and implementation of Industry 4.0. changes
- ♦ Learn more about the need for digital transformation suggested by new business challenges to successfully face the near future
- ♦ Learn to audit 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"*

# 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 of this, thanks to a unique methodology and the support of the experts behind 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.







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*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

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- ♦ 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 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
- ♦ Learn to professionally promote technological, social or cultural advancement within a knowledge-based society by following sustainable precepts





## Specific Skills

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- ♦ Efficiently manage all aspects related to industrial management to adequately compete 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 a company, and learn to use and develop the tools required to improve the management of all aspects related to corporate finance
  - ♦ Learn to efficiently manage all the steps and phases in the design and development of new products
  - ♦ Perform production planning and oversight to optimize resources and adapt to demand as well as possible
  - ♦ Manage quality in an 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



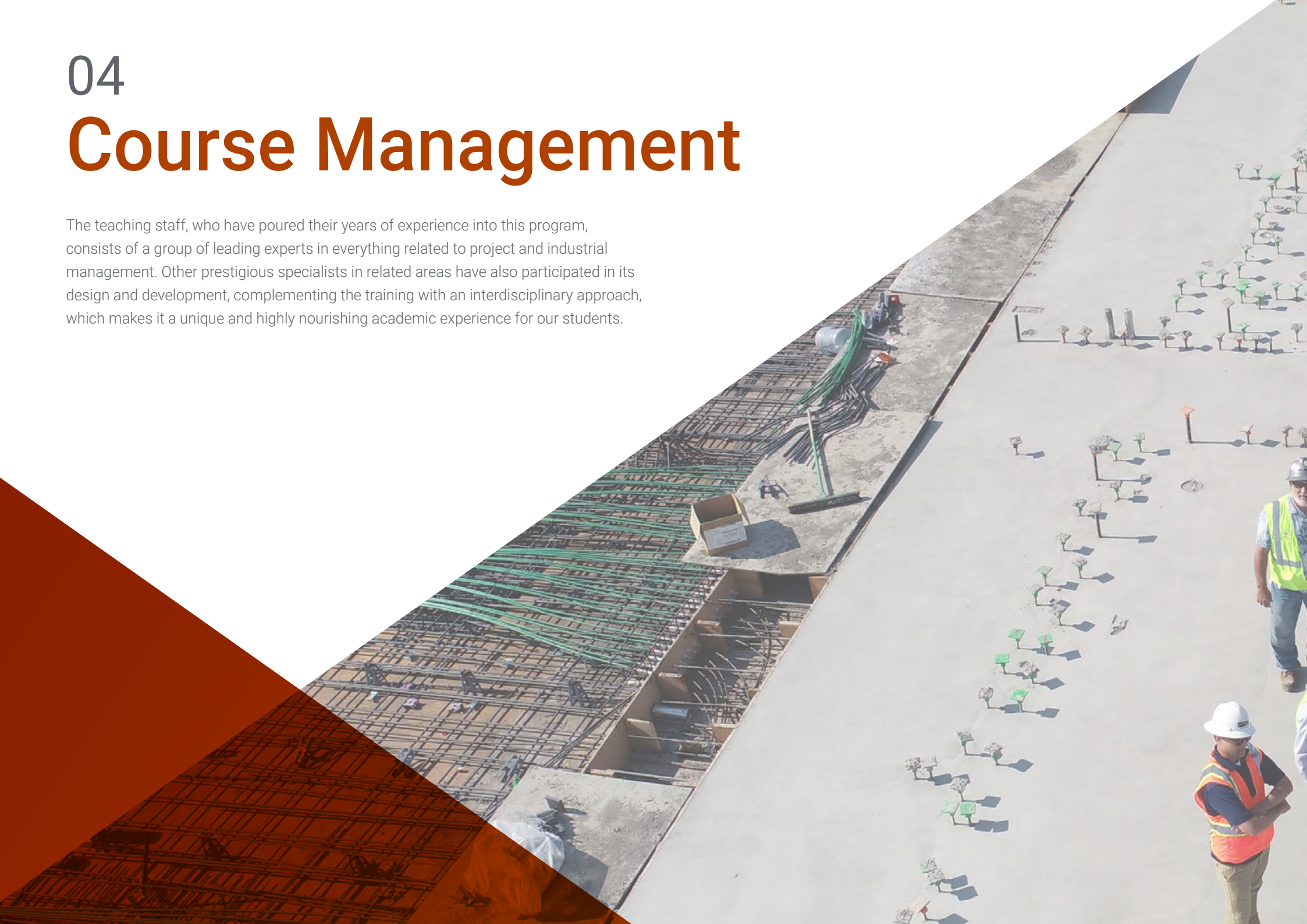
*By improving your skills for the greater good, you will boost your career on a professional and personal level"*



04

# Course Management

The teaching staff, who have poured their years of experience into this program, consists of a group of leading experts in everything related to project and industrial management. 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.







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

## Management



### Dr. Asensi, Francisco Andrés

- ♦ PhD in Industrial Engineering in Business Organization from the University of Castilla La Mancha (UCLM).
- ♦ Degree Industrial in Industrial Organization Engineer from the University Polytechnic of Valencia
- ♦ He has worked in several areas, Engineering, Quality, Production, Logistics, Information Systems and Human Resources, for companies involved in several industrial sectors
- ♦ He has implemented and developed a multitude of management systems for excellence (Quality, Scorecard, Lean Manufacturing, Continuous Improvement and Process Improvement) for several industrial companies
- ♦ Coach in Strategic Coaching
- ♦ Author of various business books: The Adaptable Company, Lean Manufacturing: Key Indicators Used to Efficiently Manage Continuous Improvement, and Lean Manufacturing: Keys to Material Flow Improvement
- ♦ Author of several books on Personal and Professional Development: Total Leader, and Self-Coaching

## Professors

### Ms. Mollá Latorre, Korinna

- ♦ Responsible for international projects at AITEX, Textile Technological Institute, where she has acquired extensive experience in the management of large projects and teams related to textile materials and technologies, as well as operations, logistics and supply chain management in the textile industry
- ♦ Industrial Engineer, specialized in Industrial Organization by the Polytechnic University of Valencia
- ♦ Certified by the American Production and Inventory Control Society (USA) in Production and Inventory Management and in Integrated Resource Management
- ♦ Director of Operations and Logistics for Colortex, S.A. Implemented a lean manufacturing system in company operations
- ♦ Project Technician for AIJU, Technological Institute of Toys

### Mr. Ibáñez Capella, Juan

- ♦ Head of Facilities and Projects at Power Electronics in Valencia where he was in charge of the execution of the project for the new headquarters of the company with 50,000m<sup>2</sup> of floor space and 10,000m<sup>2</sup> of office space
- ♦ Industrial Engineer from the Polytechnic University of Valencia
- ♦ Executive MBA. IESE Business School. University of Navarra
- ♦ Project Manager Professional PMP® #2914541
- ♦ He has been responsible for Facilities Projects in the company Ferrovial.
- ♦ He has participated in the execution of important projects such as: SOLMED galvanized steel plant in Sagunto (Valencia), Participation in the works of the AVE Station in Zaragoza, participating in the works of the 32nd edition of the America's Cup in Valencia

### Mr. Ponce Lucas, Miguel Enrique

- ♦ Responsible for various technical departments (Product Development, Advanced Engineering, Project Management, Innovation, Quality Management)
- ♦ Degree in Industrial Engineering (Mechanical) from the Polytechnic University of Valencia.
- ♦ Development of the quality management system according to ISO TS 16949 and IATF 16949
- ♦ Participation in new product patents
- ♦ Development of change management system
- ♦ Responsible for the global knowledge management system
- ♦ Development of the Engineering training System at a global level

### Mr. Giner Sanchis, David

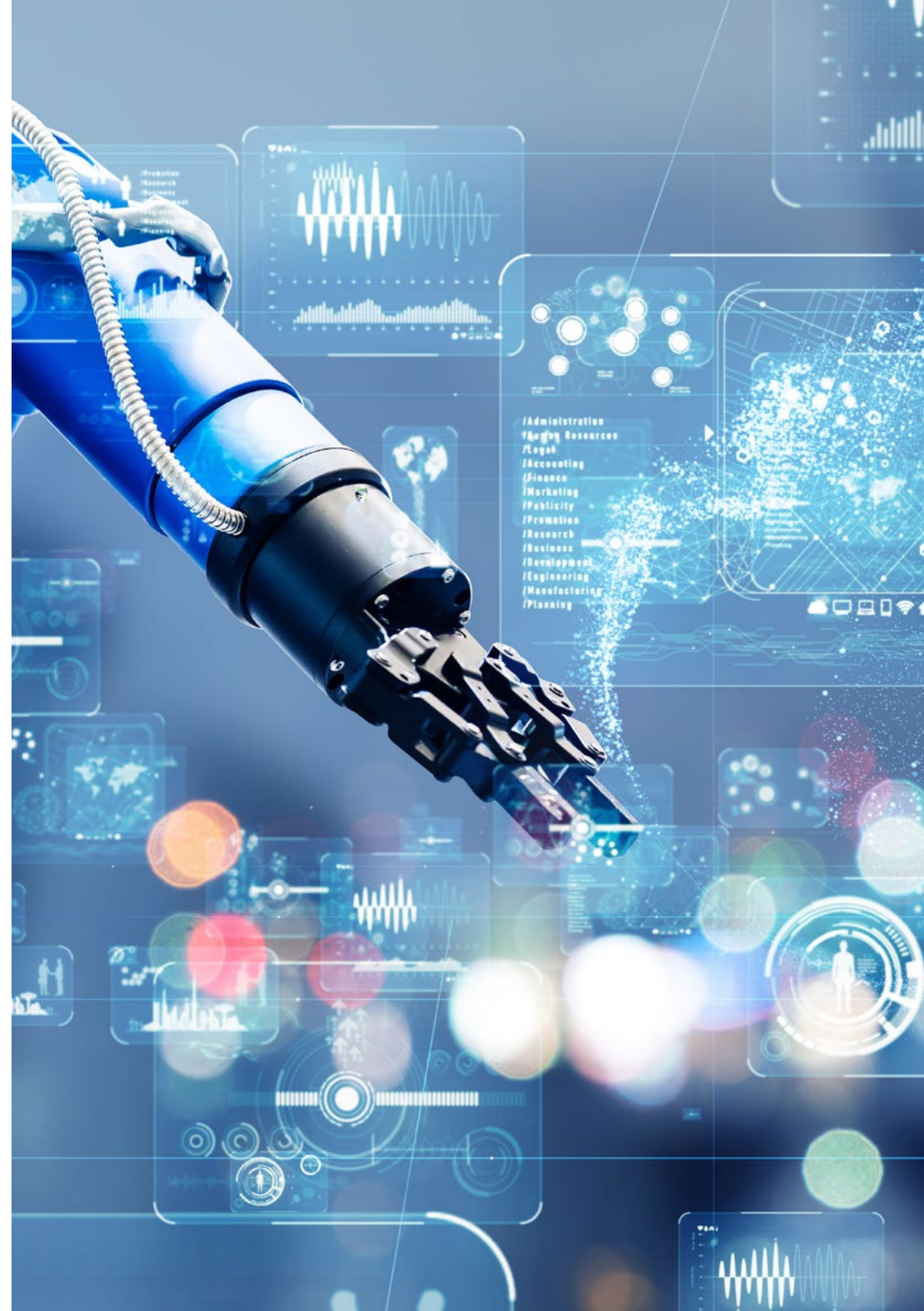
- ♦ Portfolio and Program Manager in a Project Management Office (PMO). With the monitoring of compliance with BSC indicators and actions established for the alignment with the company's strategy
- ♦ Chemical Engineer with a Master's Degree in Project Management from the Polytechnic University of Valencia and an Official Master's Degree in Project Management from the European University of Valencia
- ♦ Certificates in Project Management Professional (PMP), Project Management Office Certified Practitioner (PMO-CP), Agile Scrum Foundation y Design Thinking Professional Certificate (DTPC), Member of the PMI Valencia Chapter Board of Directors

**Ms. Aleixandre Andreu, María José**

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

**Mr. Lucero Palau, Tomás**

- ◆ Director of Operations, Quality, Engineering and Maintenance in several industrial and automotive companies.
- ◆ Industrial Engineer from the Polytechnic University of Valencia.
- ◆ MBA from ESTEMA Business School
- ◆ Expert in *Lean Management*, applied in several companies as a consultant.
- ◆ Speaker at the ABC of Operations and Logistics course at EDEM





**Mr. Del Olmo, Daniel**

- ♦ Founder of Enira Engineering S.L, with two products recognized as innovative in Industry 4.0 by official bodies (FactoryBI y Smart Extrusion)
- ♦ Industrial Engineering Degree, specializing in Electronics and Automation
- ♦ Professionally, he has worked mainly in multinational companies in the industrial automation and automotive sector as Plant Engineering Manager
- ♦ Experience at Toyota Production System (TPS) during 4 years at NHK Springs Co LTD. Japan, training received in Japan
- ♦ Professor for the MBA in Operations, European University of Valencia

**Mr. Navarra Jarque, Francisco**

- ♦ Human Resources professional with more than 20 years of experience
- ♦ More than 10 years working in ISTOBAL, providing experience in collective and individual bargaining, talent recruitment and retention, development of remuneration, compensation and benefits policies, and occupational risk prevention, including plans for the prevention of psychosocial risks
- ♦ Academic background in Psychology
- ♦ Extensive communication and interlocution skills with all levels of staff and management

**Mr. Morado Vázquez, Eduardo**

- ♦ Industrial Engineer in Product Design at UPV
- ♦ Quality Assurance at Ford Motor Company
- ♦ Implementation and leadership of engineering projects in manufacturing plants in the automotive and chemical sector, for first level multinationals (Spain, UK, Germany, Mexico)
- ♦ Extensive experience as Key User and Trainer in the implementation of Quality Management Systems, Safety, Environment (ISO, OSHAS, GMP), ERPs (SAP, Ross) and quality management tools (6-Sigma, FMEA, 8D, QCP), and as PM of engineering and maintenance, continuous improvement and processes (TPM, R&M, APQP, LRR, PSM, SMED, Poka-Yoke etc.)
- ♦ Collaboration as a mentor for students at the UPV and in different initiatives of non-profit organizations and foundations for the promotion of STEM in young people between 6 and 18 years old
- ♦ MBA and Superior Master's Degree in Occupational Risk Prevention



*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.





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*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. Adapting 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

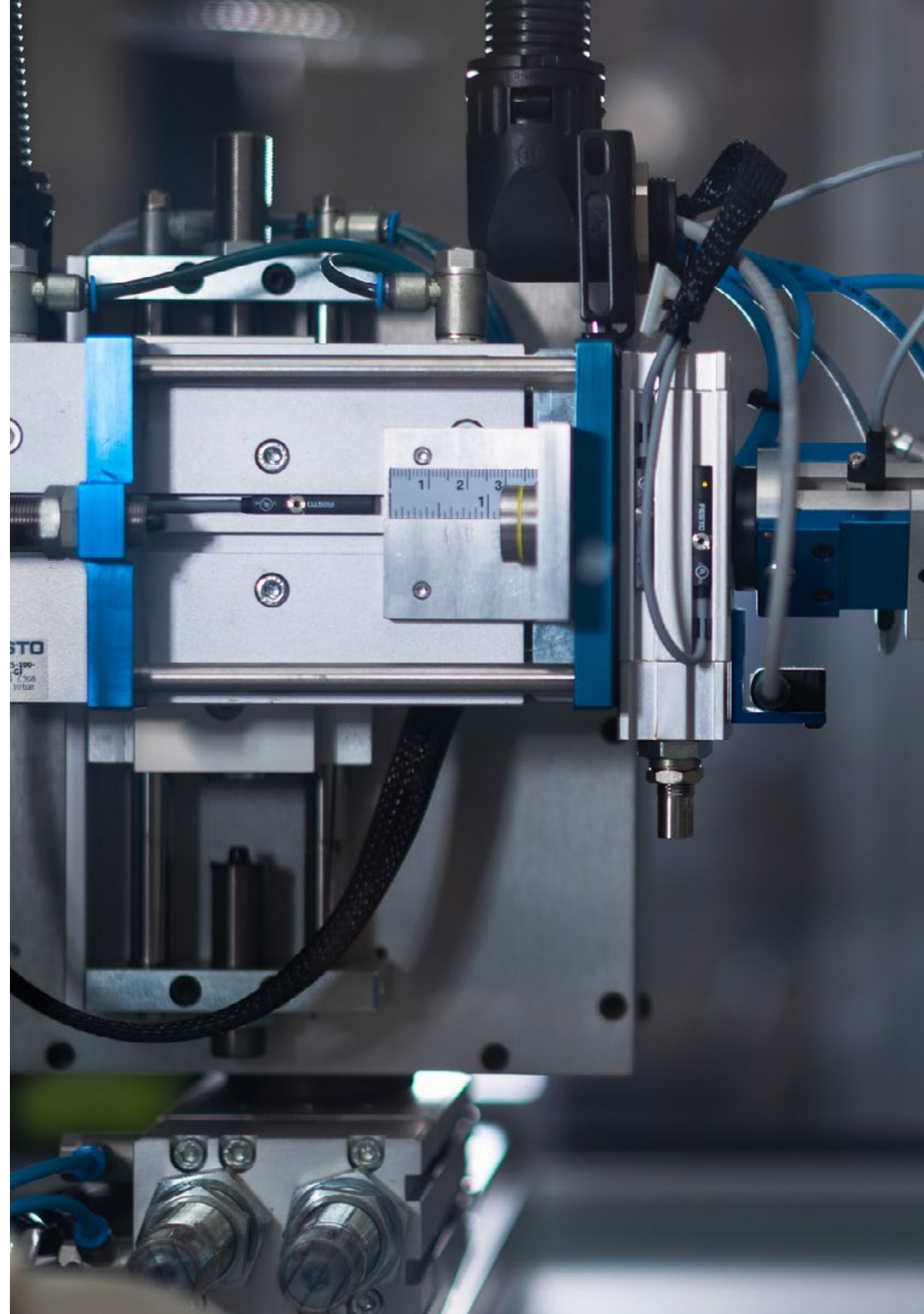
- 2.1. The Project
  - 2.1.1. Fundamental Project Components
  - 2.1.2. Project Director
  - 2.1.3. Project Environment
- 2.2. Project Scope Management
  - 2.2.1. Scope Analysis
  - 2.2.2. Project Scope Planning
  - 2.2.3. Project Scope Control
- 2.3. Schedule Management
  - 2.3.1. Importance of Planning
  - 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. 360° 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 and 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. Productive 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 of 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. Types 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 Ss 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 Map 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 Whys
  - 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 MRPII
- 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 Power BI
- 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 Production Environments
  - 10.10.2. Applications in Strategic Management
  - 10.10.3. Marketing and Sales Applications

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

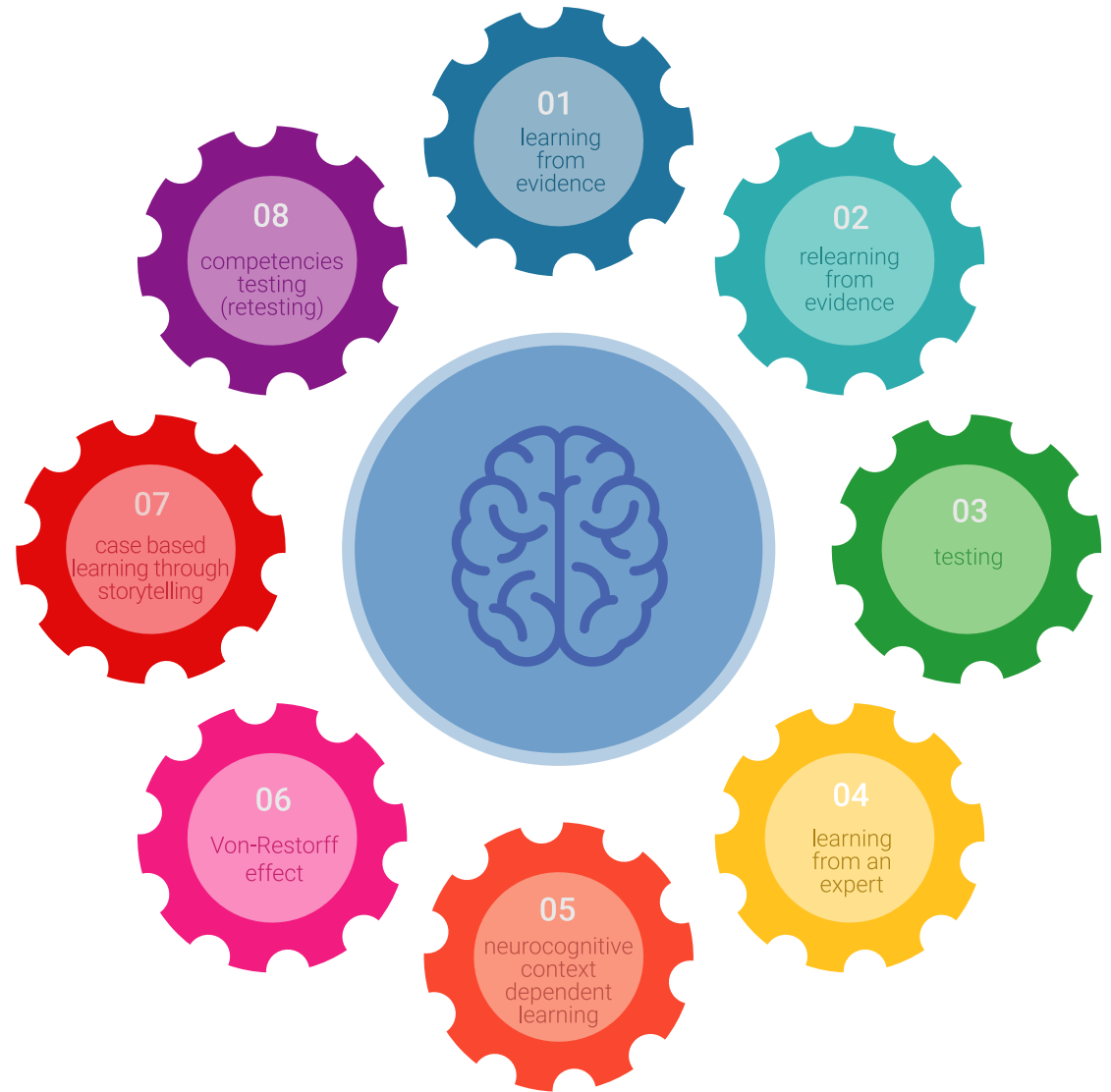
TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines 8 different teaching elements in each lesson.

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 a 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”*

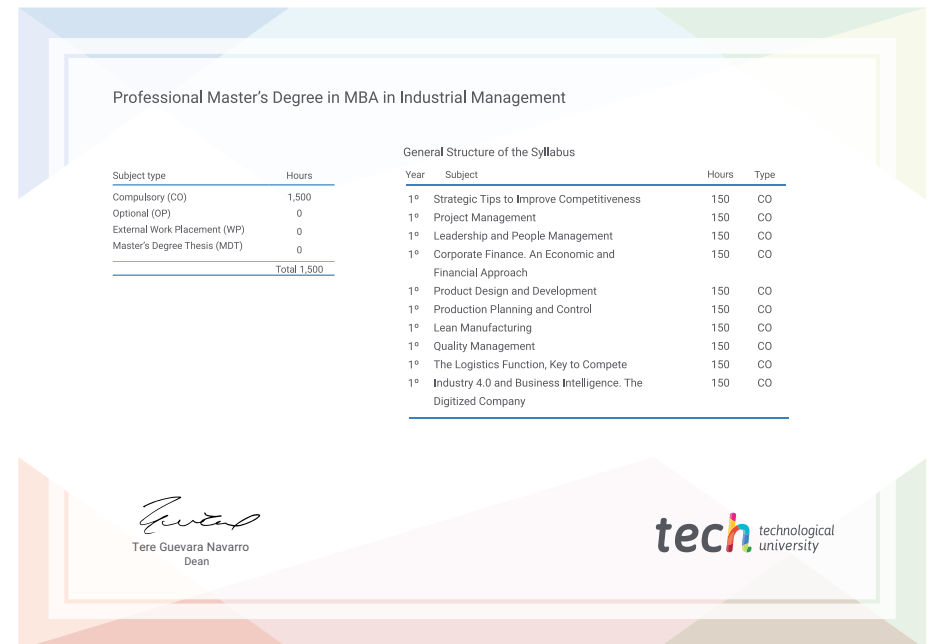
This **MBA in Industrial Management** contains the most complete and up-to-date program on the market..

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

The certificate 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 N° of Hours: **1,500 h.**



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



future  
health confidence people  
education information tutors  
guarantee accreditation teaching  
institutions technology learning  
community commitment  
personalized service innovation  
knowledge present  
online training  
development language  
classroom



## Professional Master's Degree MBA in Industrial Management

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Technological University
- » Dedication: 16h/week
- » Schedule: at your own pace
- » Exams: online

# Professional Master's Degree MBA in Industrial Management

