

# Advanced Master's Degree Global MBA (Chief Executive Officer)

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## Advanced Master's Degree Global MBA (Chief Executive Officer)

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

Website: [www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-global-mba-chief-executive-officer](http://www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-global-mba-chief-executive-officer)

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# 01 Welcome

To position yourself as a competitive CEO (Chief Executive Officer), it is necessary to know the functioning of each and every one of the areas of a company in depth: procurement, purchasing, logistics, marketing, sales, human resources, etc. Only a thorough and exhaustive management of these areas will make it possible to make the right decisions and follow up on actions with a strategic perspective. Thus, and with the objective of providing the necessary tools to successfully manage an organization, TECH presents this program with a wide and varied information on the most relevant aspects of the business organization. In this way, in addition to achieving professional success, students will acquire a global vision of the organization that will enable them to manage prestigious multinationals.



Global MBA (Chief Executive Officer). TECH Global University



“

*If you want to become a CEO and lead large companies successfully, study in depth the most relevant areas of the business organization”*

02

# Why Study at TECH?

TECH is the world's largest 100% online business school. It is an elite business school, with a model based on the highest academic standards. A world-class centre for intensive managerial skills training.



“

*TECH is a university at the forefront of technology, and puts all its resources at the student's disposal to help them achieve entrepreneurial success"*

## At TECH Global University



### Innovation

The university offers an online learning model that combines the latest educational technology with the most rigorous teaching methods. A unique method with the highest international recognition that will provide students with the keys to develop in a rapidly-evolving world, where innovation must be every entrepreneur's focus.

"Microsoft Europe Success Story", for integrating the innovative, interactive multi-video system.



### The Highest Standards

Admissions criteria at TECH are not economic. Students don't need to make a large investment to study at this university. However, in order to obtain a qualification from TECH, the student's intelligence and ability will be tested to their limits. The institution's academic standards are exceptionally high...

**95%** | of TECH students successfully complete their studies



### Networking

Professionals from countries all over the world attend TECH, allowing students to establish a large network of contacts that may prove useful to them in the future.

**100,000+**  
executives trained each year

**200+**  
different nationalities



### Empowerment

Students will grow hand in hand with the best companies and highly regarded and influential professionals. TECH has developed strategic partnerships and a valuable network of contacts with major economic players in 7 continents.

**500+** | collaborative agreements with leading companies



### Talent

This program is a unique initiative to allow students to showcase their talent in the business world. An opportunity that will allow them to voice their concerns and share their business vision.

After completing this program, TECH helps students show the world their talent.



### Multicultural Context

While studying at TECH, students will enjoy a unique experience. Study in a multicultural context. In a program with a global vision, through which students can learn about the operating methods in different parts of the world, and gather the latest information that best adapts to their business idea.

TECH students represent more than 200 different nationalities.





TECH strives for excellence and, to this end, boasts a series of characteristics that make this university unique:



### Analysis

---

TECH explores the student's critical side, their ability to question things, their problem-solving skills, as well as their interpersonal skills.



### Academic Excellence

---

TECH offers students the best online learning methodology. The university combines the Relearning method (a postgraduate learning methodology with the highest international rating) with the Case Study. A complex balance between tradition and state-of-the-art, within the context of the most demanding academic itinerary.



### Economy of Scale

---

TECH is the world's largest online university. It currently boasts a portfolio of more than 10,000 university postgraduate programs. And in today's new economy, **volume + technology = a groundbreaking price**. This way, TECH ensures that studying is not as expensive for students as it would be at another university.



### Learn with the best

---

In the classroom, TECH's teaching staff discuss how they have achieved success in their companies, working in a real, lively, and dynamic context. Teachers who are fully committed to offering a quality specialization that will allow students to advance in their career and stand out in the business world.

Teachers representing 20 different nationalities.



*At TECH, you will have access to the most rigorous and up-to-date case studies in the academic community"*

03

# Why Our Program?

Studying this TECH program means increasing the chances of achieving professional success in senior business management.

It is a challenge that demands effort and dedication, but it opens the door to a promising future. Students will learn from the best teaching staff and with the most flexible and innovative educational methodology.



“

*We have highly qualified teachers and the most complete syllabus on the market, which allows us to offer you training of the highest academic level"*

This program will provide students with a multitude of professional and personal advantages, particularly the following:

**01**

### A significant career boost

By studying at TECH, students will be able to take control of their future and develop their full potential. By completing this program, students will acquire the skills required to make a positive change in their career in a short period of time.

*70% of participants achieve positive career development in less than 2 years.*

**02**

### Develop a strategic and global vision of companies

TECH offers an in-depth overview of general management to understand how each decision affects each of the company's different functional areas.

*Our global vision of companies will improve your strategic vision.*

**03**

### Consolidate the student's senior management skills

Studying at TECH means opening the doors to a wide range of professional opportunities for students to position themselves as senior executives, with a broad vision of the international environment.

*You will work on more than 100 real senior management cases.*

**04**

### Take on new responsibilities

The program will cover the latest trends, advances and strategies, so that students can carry out their professional work in a changing environment.

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

TECH connects its students to maximize opportunities. Students with the same concerns and desire to grow. Therefore, partnerships, customers or suppliers can be shared.

*You will find a network of contacts that will be instrumental for professional development.*

06

### Thoroughly develop business projects

Students will acquire a deep strategic vision that will help them develop their own project, taking into account the different areas in companies.

*20% of our students develop their own business idea.*

07

### Improve soft skills and management skills

TECH helps students apply and develop the knowledge they have acquired, while improving their interpersonal skills in order to become leaders who make a difference.

*Improve your communication and leadership skills and enhance your career.*

08

### Be part of an exclusive community

Students will be part of a community of elite executives, large companies, renowned institutions, and qualified professors from the most prestigious universities in the world: the TECH Global University community.

*We give you the opportunity to train with a team of world renowned teachers.*

# 04

# Objectives

This program is designed to strengthen management and leadership skills, as well as to develop new skills and abilities that will be essential in your professional development. After the program, you will be equipped to make global decisions with an innovative perspective and an international vision.





“

*Become a competitive CEO and  
lead your organization to the top"*

Your goals are our goals.

We work together to help you achieve them.

The Global MBA (Chief Executive Officer) will train you to:

01

Define the latest trends and developments in business management

02

Build a personal and managerial skills development and improvement plan

03

Develop strategies to carry out decision making in a complex and unstable environment

04

Develop the ability to detect, analyze and solve problems

05

Explain the company from a global point of view, as well as the responsibility that each area of the company develops





06

Formulate and implement growth strategies that adapt the company to changes in the national and international environment

08

Develop techniques and strategies in the digital environment associated with marketing, sales and communication to establish channels for attracting, engaging and retaining users



09

Successfully lead partially or fully digitized sales and marketing teams

07

Integrate corporate vision and objectives into the company's marketing strategies and policies

10

Develop marketing, market research and communication projects

11

Develop a solid and comprehensive digital marketing plan for the organization

12

Develop strategies for investment and financing decisions in a complex and unstable environment, evaluating their impact on the company

13

Develop the essential skills to strategically manage the company's financial activity

14

Formulate and implement financial policies for the proper management of cash flow, investments and tax planning as growth strategies that adapt the company to changes in the national and international environment

15

Enhance management development at a personal and team level in order to grow as leaders in their area of competence



16

Establish a valuable social network with other participants, teachers, business leaders and coaches to explore the challenges of today's changing environment

18

Develop cutting-edge methodologies and techniques in people management and talent development within the organization through a strategic and innovative vision that favors challenges such as digital transformation and its impact on culture, business and talent management

19

Develop strategies to optimize customer service and improve the profitability in the national and international market

17

Analyze in detail the consumer's decision process in relation to marketing stimuli

20

Apply the concepts of Lean Management throughout the Supply Chain



21

Implement techniques to develop E-Commerce, as well as work on the interaction between store and logistics, catalog management, purchasing and procurement, warehouse operations, transportation and distribution, customer service, etc

22

Implementing tools for operational and economic control of operations





23

Describe the procedures for establishing decision criteria for process outsourcing, RFQs and signing of logistics service contracts

24

Describe in depth the value creation mechanisms of the supply chain

# 05 Skills

After passing the evaluations of the Global MBA (Chief Executive Officer), the professional will have acquired the necessary skills for a quality and up-to-date practice based on the most innovative teaching methodology.



“

*Acquire the necessary skills  
to achieve business success”*

01

Perform overall management of the company, applying leadership techniques that influence the performance of workers, in such a way that the company's objectives are achieved

02

Proper team management to improve productivity and, therefore, company profits

03

Carry out the economic and financial control of the company

04

Control the company's logistics, purchasing and procurement processes

05

Delve into the new business models of information systems





06

Apply the different digital tools to marketing processes

08

Have an in-depth understanding of customer purchasing behavior

09

Develop techniques, strategies and leadership skills that are essential for proper marketing management

07

Apply quantitative and qualitative market research methods and techniques

10

Manage and control the company's logistic processes



11

Apply creativity and innovation for the development of new products

14

Achieve an international positioning of the company through marketing actions

12

Design and manage an adequate marketing plan



13

Understand, in-depth, sectorial marketing and the particularities for each sector

15

Design strategic e-commerce plans

16

Carry out investment plans and analyze their feasibility

18

Make decisions in the field of management accounting

19

Specialize in the economic environment and financial markets

17

Know how to manage in globalized environments that require superior financial training

20

Recognize financial risk and apply techniques to avoid it



21

Identify the feasibility of an investment project

24

Organize the different departments of a business, with special emphasis on the area of logistics

22

Have the ability to plan and organize the management level of an organization according to its structure and design



23

Understand the strategies for planning and managing HR projects, have the ability to design jobs and understand the process and need for HR audits

25

Understand the functions and skills required of management, developing these skills and putting them into practice during professional development

26

Organize the different sales structures and channels

28

Understand the supply chain in depth to be able to manage the logistic processes in an appropriate way



29

Perform strategic management of purchases, applying the appropriate tools to ensure a successful operation

27

Carry out a correct economic control of purchases

30

Apply Lean Management *methodologies*

06

# Structure and Content

The Global MBA (Chief Executive Officer) is a program designed to suit the professional, which is taught in a 100% online format so that you can choose the time and place that best suits your availability, schedule and interests. A program that takes place over 24 months and is intended to be a unique and stimulating experience that will lay the foundations for your success as a manager and entrepreneur.



“

*We put at your disposal a complete syllabus designed to strengthen your knowledge in this field"*

## Syllabus

The Global MBA (Chief Executive Officer) of TECH Global University is an intensive program that prepares students to face challenges and business decisions both nationally and internationally. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

Throughout 3,000 hours of study, the student will analyze a multitude of practical cases through individual work, which will allow them to learn in depth and useful for their daily practice. It is, therefore, an authentic immersion in real business situations.

This Global MBA (Chief Executive Officer) deals in depth with the main areas of business and is designed for managers to understand business management from a strategic, international and innovative perspective.

A plan designed for the professional, focused on their professional improvement and that prepares them to achieve excellence in the field of direction and business management. A program that understands your needs and those of your company through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will provide you with the skills to solve critical situations in a creative and efficient way.

This program takes place over 24 months and is divided into 27 modules:

<b>Module 1</b>	Leadership, Ethics, and CSR.
<b>Module 2</b>	Strategic direction and executive management
<b>Module 3</b>	Economic and Financial Management
<b>Module 4</b>	Operations and Logistics Management
<b>Module 5</b>	Information Systems Management
<b>Module 6</b>	Innovation and Project Management
<b>Module 7</b>	Market Research
<b>Module 8</b>	Strategy in Marketing Management
<b>Module 9</b>	Operational Marketing
<b>Module 10</b>	Sectorial Marketing
<b>Module 11</b>	International Marketing
<b>Module 12</b>	Digital Marketing and E-Commerce
<b>Module 13</b>	Social Media and Community Management
<b>Module 14</b>	Management Accounting



<b>Module 15</b>	Banking and Financial Markets
<b>Module 16</b>	Financial Risk and Corporate Finance
<b>Module 17</b>	Feasibility of the Inversions Project
<b>Module 18</b>	International Finance
<b>Module 19</b>	Strategic HR Management
<b>Module 20</b>	Executive Coaching
<b>Module 21</b>	Talent Management
<b>Module 22</b>	Change Management
<b>Module 23</b>	Supply Chain Management Planning and Execution
<b>Module 24</b>	Supply Chain and Demand Management
<b>Module 25</b>	Strategic Purchasing Management
<b>Module 26</b>	International Operations Lean Logistics Application
<b>Module 27</b>	Innovation, E-Logistics and Technology in the Supply Chain

### Where, When and How is it Taught?

TECH offers you the possibility to develop this program completely online. Over the 24 months of training, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

*A unique, key and decisive educational experience to boost your professional development and make the definitive leap.*

**Module 1. Leadership, Ethics, and CSR.**

**1.1. Globalization and Governance**

- 1.1.1. Globalization and Trends: Internationalization of Markets
- 1.1.2. Economic Environment and Corporate Governance
- 1.1.3. Accountability

**1.2. Leadership**

- 1.2.1. Intercultural Environment
- 1.2.2. Leadership and Business Management
- 1.2.3. Management Roles and Responsibilities

**1.3. Business ethics**

- 1.3.1. Ethics and Integrity
- 1.3.2. Ethical Behavior in Companies
- 1.3.3. Deontology, Ethical Codes and Codes of Conduct
- 1.3.4. Fraud and Corruption Prevention

**1.4. Sustainability**

- 1.4.1. Business and Sustainable Development
- 1.4.2. Social, Environmental and Economic Impact
- 1.4.3. The 2030 Agenda and the SDGs

**1.5. Corporate Social Responsibility**

- 1.5.1. Corporate Social Responsibility Roles and Responsibilities
- 1.5.2. Implementing Corporate Social Responsibility

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

**2.1. Organizational Analysis and Design**

- 2.1.1. Organizational Culture
- 2.1.2. Organisational analysis
- 2.1.3. Designing the Organizational Structure

**2.2. Corporate Strategy**

- 2.2.1. Corporate Level Strategy
- 2.2.2. Typologies of Corporate Level Strategies
- 2.2.3. Determining the Corporate Strategy
- 2.2.4. Corporate Strategy and Reputational Image

**2.3. Strategic Planning and Strategy Formulation**

- 2.3.1. Strategic Thinking
- 2.3.2. Strategic Planning and Formulation
- 2.3.3. Sustainability and Corporate Strategy

**2.4. Strategy Models and Patterns**

- 2.4.1. Wealth, Value and Return on Investments
- 2.4.2. Corporate Strategy: Methodologies
- 2.4.3. Growing and Consolidating the Corporate Strategy

**2.5. Strategic Management**

- 2.5.1. Strategic Mission, Vision and Values
- 2.5.2. Balanced Scorecard
- 2.5.3. Analyzing, Monitoring and Evaluating the Corporate Strategy
- 2.5.4. Strategic Management and Reporting

**2.6. Strategic Implementation and Execution**

- 2.6.1. Strategic Implementation: Objectives, Actions and Impacts
- 2.6.2. Strategic Alignment and Supervision
- 2.6.3. Continuous Improvement Approach

**2.7. Executive Management**

- 2.7.1. Integrating Functional Strategies into the Global Business Strategies
- 2.7.2. Management Policy and Processes
- 2.7.3. Knowledge Management

**2.8. Analyzing and Solving Cases/ Problems**

- 2.8.1. Problem Solving Methodology
- 2.8.2. Case Method
- 2.8.3. Positioning and Decision Making

**Module 3. Economic and Financial Management**
**3.1. Economic Environment**

- 3.1.1. Organizational Theory
- 3.1.2. Key Factors for Change in Organizations
- 3.1.3. Corporate Strategies, Types, and Knowledge Management

**3.2. Executive Accounting**

- 3.2.1. International Accounting Framework
- 3.2.2. Introduction to the Accounting Cycle
- 3.2.3. Company Financial Statements
- 3.2.4. Analysis of Financial Statements: Decision-Making

**3.3. Budget and Management Control**

- 3.3.1. Budgetary Planning
- 3.3.2. Management Control: Design and Objectives
- 3.3.3. Supervision and Reporting

**3.4. Corporate Tax Responsibility**

- 3.4.1. Corporate Tax Responsibility
- 3.4.2. Tax Procedure: a Country-Case Approach

**3.5. Corporate Control Systems**

- 3.5.1. Types of Control
- 3.5.2. Regulatory Compliance
- 3.5.3. Internal Auditing
- 3.5.4. External Auditing

**3.6. Financial Management**

- 3.6.1. Introduction to Financial Management
- 3.6.2. Financial Management and Corporate Strategy
- 3.6.3. Chief Financial Officer (CFO): Managerial Skills

**3.7. Financial Planning**

- 3.7.1. Business Models and Financing Needs
- 3.7.2. Financial Analysis Tools
- 3.7.3. Short-Term Financial Planning
- 3.7.4. Long-Term Financial Planning

**3.8. Corporate Financial Strategy**

- 3.8.1. Corporate Financial Investments
- 3.8.2. Strategic Growth: Types

**3.9. Macroeconomic Context**

- 3.9.1. Macroeconomic Analysis
- 3.9.2. Economic Indicators
- 3.9.3. Economic Cycle

**3.10. Strategic Financing**

- 3.10.1. Banking Business: Current Environment
- 3.10.2. Risk Analysis and Management

**3.11. Money and Capital Markets**

- 3.11.1. Fixed Income Market
- 3.11.2. Equity Market
- 3.11.3. Valuation of Companies

**3.12. Analyzing and Solving Cases/Problems**

- 3.12.1. Problem Solving Methodology
- 3.12.2. Case Method

**Module 4. Operations and Logistics Management**
**4.1. Operations Management**

- 4.1.1. Define the Operations Strategy
- 4.1.2. Supply Chain Planning and Control
- 4.1.3. Indicator Systems

**4.2. Purchasing Management**

- 4.2.1. Stocks Management
- 4.2.2. Warehouse Management
- 4.2.3. Purchasing and Procurement Management

**4.3. Supply Chain Management (1)**

- 4.3.1. Costs and Efficiency of the Operations Chain
- 4.3.2. Change in Demand Patterns
- 4.3.3. Change in Operations Strategy

**4.4. Supply Chain Management (2) Implementation**

- 4.4.1. Lean Manufacturing/Lean Thinking
- 4.4.2. Logistics Management
- 4.4.3. Purchasing

**4.5. Logistical Processes**

- 4.5.1. Organization and Management by Processes
- 4.5.2. Procurement, Production, Distribution
- 4.5.3. Quality, Quality Costs and Tools
- 4.5.4. After-Sales Service.

**4.6. Logistics and Customers**

- 4.6.1. Demand Analysis and Forecasting
- 4.6.2. Sales Forecasting and Planning
- 4.6.3. Collaborative Planning, Forecasting and Replacement

**4.7. International Logistics**

- 4.7.1. Customs, Export and Import processes
- 4.7.2. Methods and Means of International Payment
- 4.7.3. International Logistics Platforms

**4.8. Competing through Operations**

- 4.8.1. Innovation in Operations as a Competitive Advantage in the Company
- 4.8.2. Emerging Technologies and Sciences
- 4.8.3. Information Systems in Operations

**Module 5. Information Systems Management**

**5.1. Information Systems Management**

- 5.1.1. Business Information Systems
- 5.1.2. Strategic Decisions
- 5.1.3. The Role of the CIO

**5.2. Information Technology and Business Strategy**

- 5.2.1. Company and Industry Sector Analysis
- 5.2.2. Online Business Models
- 5.2.3. The Value of IT in a Company

**5.3. IS Strategic Planning**

- 5.3.1. The Process of Strategic Planning
- 5.3.2. Formulating the IS Strategy
- 5.3.3. Strategy Implementation Plan

**5.4. Information Systems and Business Intelligence**

- 5.4.1. CRM and Business Intelligence
- 5.4.2. Business Intelligence Project Management
- 5.4.3. Business Intelligence Architecture

**5.5. New ICT-Based Business Models**

- 5.5.1. Technology Based Business Models
- 5.5.2. Innovation Abilities
- 5.5.3. Redesigning the Value Chain Processes

**5.6. E-Commerce**

- 5.6.1. E-Commerce Strategic Plan
- 5.6.2. Logistics Management and Customer Service in e-Commerce
- 5.6.3. E-Commerce as an Opportunity for Internationalization

**5.7. E-Business Strategies**

- 5.7.1. Social Media Strategies
- 5.7.2. Optimizing Service Channels and Customer Support
- 5.7.3. Digital Regulation

**5.8. Digital Business**

- 5.8.1. Mobile E-Commerce
- 5.8.2. Design and Usability
- 5.8.3. E-Commerce Operations

**Module 6. Innovation and Project Management**

**6.1. Innovation**

- 6.1.1. Macro Concept of Innovation
- 6.1.2. Types of Innovation
- 6.1.3. Continuous and Discontinuous Innovation
- 6.1.4. Training and Innovation

**6.2. Innovation Strategy**

- 6.2.1. Innovation and Corporate Strategy
- 6.2.2. Global Innovation Project: Design and Management
- 6.2.3. Innovation Workshops

**6.3. Business Model Design and Validation**

- 6.3.1. The Lean Start-up Methodology
- 6.3.2. Innovative Business Initiative: Stages
- 6.3.3. Financing Arrangements
- 6.3.4. Model Tools: Empathy Map, Canvas Model, and Metrics
- 6.3.5. Growth and Loyalty

**6.4. Project Management**

- 6.4.1. Innovation Opportunities
- 6.4.2. Feasibility Study and Proposal Specification
- 6.4.3. Project Definition and Design
- 6.4.4. Project Execution
- 6.4.5. Project Closure

**Module 7. Market Research****7.1. Fundamentals of Marketing**

- 7.1.1. Main Definitions
- 7.1.2. Basic Concepts
- 7.1.3. The Evolution of the Concept of Marketing

**7.2. Marketing: From the Idea to the Market**

- 7.2.1. Concept and Scope of Marketing
- 7.2.2. Marketing Dimensions
- 7.2.3. Marketing 3.0

**7.3. New Competitive Environment**

- 7.3.1. Technological Innovation and Economic Impact
- 7.3.2. Knowledge Society
- 7.3.3. The New Consumer Profile

**7.4. Quantitative Research Methods and Techniques**

- 7.4.1. Variables and Measurement Scales
- 7.4.2. Information Sources
- 7.4.3. Sampling Techniques
- 7.4.4. The Treatment and Analysis of Data

**7.5. Qualitative Research Methods and Techniques**

- 7.5.1. Direct Techniques: Focus Group
- 7.5.2. Anthropological Techniques
- 7.5.3. Indirect Techniques
- 7.5.4. The Two Face Mirror and The Delphi Method

**7.6. Market Segmentation**

- 7.6.1. Market Typologies
- 7.6.2. Concept and Analysis of the Demand
- 7.6.3. Segmentation and Criteria
- 7.6.4. Defining the Target Audience

**7.7. Types of Buying Behavior**

- 7.7.1. Complex Behavior
- 7.7.2. Dissonance Reducing Behavior
- 7.7.3. Variety Seeking Behavior
- 7.7.4. Habitual Purchasing Behavior

**7.8. Marketing Information Systems**

- 7.8.1. Conceptual Approaches to Marketing Information Systems
- 7.8.2. Data Warehouse and Datamining
- 7.8.3. Geographical Information Systems

**7.9. Research Project Management**

- 7.9.1. Information Analysis Tools
- 7.9.2. Developing an Expectation Management Plan
- 7.9.3. Assessing the Feasibility of Projects

**7.10. Marketing Intelligence**

- 7.10.1. Big Data
- 7.10.2. User Experience
- 7.10.3. Applying Techniques

**Module 8. Strategy in Marketing Management****8.1. Marketing Management**

- 8.1.1. Positioning and Value Creation
- 8.1.2. Company's Marketing Orientation and Positioning
- 8.1.3. Strategic Marketing vs. Operational Marketing
- 8.1.4. Objectives in Marketing Management
- 8.1.5. Integrated Marketing Communications

**8.2. The Function of Strategic Marketing**

- 8.2.1. Main Marketing Strategies
- 8.2.2. Segmentation, Targeting and Positioning
- 8.2.3. Managing Strategic Marketing

**8.3. Marketing Strategy Dimensions**

- 8.3.1. Necessary Resources and Investments
- 8.3.2. Fundamentals of Competitive Advantage
- 8.3.3. Company's Competitive Behavior
- 8.3.4. Focus Marketing

**8.4. New Product Strategy Development.**

- 8.4.1. Creativity and Innovation in Marketing
- 8.4.2. Generation and Filtering of Ideas
- 8.4.3. Commercial Viability Analysis
- 8.4.4. Development, Market Testing and Commercialization

**8.5. Pricing Policies**

- 8.5.1. Short and Long Term Aims
- 8.5.2. Types of Pricing
- 8.5.3. Factors that Affect Pricing

**8.6. Promotion and Merchandising Strategies**

- 8.6.1. Advertising Management
- 8.6.2. Communication and Media Plan
- 8.6.3. Merchandising as a Marketing Technique
- 8.6.4. Visual Merchandising

**8.7. Distribution, Expansion and Intermediation Strategies**

- 8.7.1. Outsourcing of Sales Force and Customer Service
- 8.7.2. Commercial Logistics in Product and Service Sales Management
- 8.7.3. Sales Cycle Management

**8.8. Developing the Marketing Plan**

- 8.8.1. Analysis and Diagnosis
- 8.8.2. Strategic Decisions
- 8.8.3. Operational Decisions

## Module 9. Operational Marketing

### 9.1. Marketing Mix

- 9.1.1. The Marketing Value Proposition
- 9.1.2. Marketing Mix Policies, Strategies, and Tactics
- 9.1.3. Elements of the Marketing Mix
- 9.1.4. Customer Satisfaction and Marketing Mix

### 9.2. Product Management

- 9.2.1. Consumption Distribution and Product Life Cycle
- 9.2.2. Obsolescence, Expiration, Periodic Campaigns
- 9.2.3. Order Management and Stocks Control Ratios

### 9.3. Pricing Principles

- 9.3.1. Environmental Analysis
- 9.3.2. Production Costs and Discount Margins
- 9.3.3. Final Price and Positioning Map

### 9.4. Distribution Channel Management

- 9.4.1. Trade Marketing
- 9.4.2. Distribution Culture and Competition
- 9.4.3. Designing and Managing Channels
- 9.4.4. Functions of Distribution Channels
- 9.4.5. Route to Market

### 9.5. Promotion and Sales Channels

- 9.5.1. Corporate Branding
- 9.5.2. Advertising
- 9.5.3. Sales Promotion
- 9.5.4. Public Relations and Personal Selling
- 9.5.5. Street Marketing

### 9.6. Branding

- 9.6.1. Brand Evolution
- 9.6.2. Creating and Developing a Successful Brand
- 9.6.3. Brand Equity
- 9.6.4. Category Management

### 9.7. Managing Marketing Groups

- 9.7.1. Work Teams and Meeting Management
- 9.7.2. Coaching and Team Management
- 9.7.3. Managing Equality and Diversity

### 9.8. Communication and Marketing

- 9.8.1. Communication Integrated into Marketing
- 9.8.2. Designing a Marketing Communication Program
- 9.8.3. Communication Skills and Influence
- 9.8.4. Barriers to Business Communication

## Module 10. Sectorial Marketing

### 10.1. Services Marketing

- 10.1.1. Evolution and Growth of the Services Sector
- 10.1.2. Function of Services Marketing
- 10.1.3. Marketing Strategy in the Service Sector

### 10.2. Touristic Marketing

- 10.2.1. Features of the Tourism Sector
- 10.2.2. Tourist Product
- 10.2.3. The Customer in Tourism Marketing

### 10.3. Political and Electoral Marketing

- 10.3.1. Policy Marketing vs. Electoral Marketing
- 10.3.2. Political Market Segmentation
- 10.3.3. Electoral Campaign

### 10.4. Social Marketing and Responsible Marketing

- 10.4.1. Social Cause Marketing and CSR
- 10.4.2. Environmental Marketing
- 10.4.3. Segmentation in Social Marketing

### 10.5. Retail Management

- 10.5.1. Relevance
- 10.5.2. Reward
- 10.5.3. Cost Reduction
- 10.5.4. Relationship with the Customer

### 10.6. Banking Marketing

- 10.6.1. State Regulation
- 10.6.2. Branches and Segmentation
- 10.6.3. Inbound Marketing in the Banking Sector

### 10.7. Health Services Marketing

- 10.7.1. Internal Marketing
- 10.7.2. User Satisfaction Studies
- 10.7.3. Market Oriented Quality Management

### 10.8. Sensory Marketing

- 10.8.1. Shopping Experience as a Sensory Experience
- 10.8.2. Neuromarketing and Sensory Marketing
- 10.8.3. Arrangement and Presentation of the Point of Sale

**Module 11. International Marketing**

**11.1. International Market Research**

- 11.1.1. Emerging Markets Marketing
- 11.1.2. PES Analysis
- 11.1.3. What, How, and Where to Export?
- 11.1.4. International Marketing-Mix Strategies

**11.2. International Segmentation**

- 11.2.1. Criteria for Market Segmentation at the International Level
- 11.2.2. Market Niches
- 11.2.3. International Segmentation Strategies

**11.3. International Positioning**

- 11.3.1. Branding in International Markets
- 11.3.2. Positioning Strategies in International Markets
- 11.3.3. Global, Regional and Local Brands

**11.4. Product Strategies in International Markets**

- 11.4.1. Product Modification, Adaptation and Diversification
- 11.4.2. Global Standardized Products
- 11.4.3. The Product Portfolio

**11.5. Prices and Exports**

- 11.5.1. Export Prices Calculation
- 11.5.2. Incoterms
- 11.5.3. International Price Strategy

**11.6. Quality in International Marketing**

- 11.6.1. Quality and International Marketing
- 11.6.2. Standards and Certifications
- 11.6.3. CE Marking

**11.7. International Promotion**

- 11.7.1. The International Promotion MIX
- 11.7.2. Advertising and Publicity
- 11.7.3. International Fairs
- 11.7.4. Country Branding

**11.8. Distribution through International Channels**

- 11.8.1. Channel and Trade Marketing
- 11.8.2. Export Consortiums
- 11.8.3. Types of Exports and Foreign Trade

**Module 12. Digital Marketing and e-Commerce**

**12.1. Digital Marketing and E-Commerce**

- 12.1.1. The Digital Economy and the Sharing Economy
- 12.1.2. Trends and Social Changes in Consumers
- 12.1.3. Digital Transformation of Traditional Companies
- 12.1.4. The Roles of the Chief Digital Officer

**12.2. Digital Strategy**

- 12.2.1. Segmentation and Positioning in the Competitive Context
- 12.2.2. New Marketing Strategies for Products and Services
- 12.2.3. From Innovation to Cash Flow

**12.3. Technology Strategy**

- 12.3.1. Web Development
- 12.3.2. Hosting and Cloud Computing
- 12.3.3. Content Management Systems (CMS)
- 12.3.4. Formats and Digital Media
- 12.3.5. Technological e-Commerce Platforms

**12.4. Digital Regulation**

- 12.4.1. Privacy Policy and Personal Data Protection Act
- 12.4.2. Fake Profiles and Fake Followers
- 12.4.3. Legal Aspects of Marketing, Advertising and Digital Content

**12.5. Online Market Research**

- 12.5.1. Quantitative Research Tools in Online Markets
- 12.5.2. Dynamic Qualitative Customer Research Tools

**12.6. Online Agencies, Media, and Channels**

- 12.6.1. Integral, Creative and Online Agencies
- 12.6.2. Traditional and New Media
- 12.6.3. Online Channels
- 12.6.4. Other Digital Players

**Module 13. Social Media and Community Management**

**13.1. Web 2.0 or the Social Web**

- 13.1.1. Organization in the Age of Conversation
- 13.1.2. Web 2.0 Is All About People
- 13.1.3. New Environments, New Content

**13.2. Digital Communication and Reputation**

- 13.2.1. Crisis Management and Online Corporate Reputation
- 13.2.2. Online Reputation Report
- 13.2.3. Netiquette and Good Practices on Social Media
- 13.2.4. Branding and Networking 2.0

**13.3. General, Professional, and Microblogging Platforms**

- 13.3.1. Facebook.
- 13.3.2. LinkedIn
- 13.3.3. Twitter

**13.4. Video, Image, and Mobility Platforms**

- 13.4.1. YouTube
- 13.4.2. Instagram
- 13.4.3. Flickr
- 13.4.4. Vimeo
- 13.4.5. Pinterest

**13.5. Corporate Blogging**

- 13.5.1. How to Create a Blog?
- 13.5.2. Content Marketing Strategy
- 13.5.3. How to Create a Content Plan for Your Blog
- 13.5.4. Content Curation Strategy

**13.6. Social Media Strategies**

- 13.6.1. Corporate Communication Plan 2.0
- 13.6.2. Corporate PR and Social Media
- 13.6.3. Analysis and Evaluation of Results

**13.7. Community Management**

- 13.7.1. Functions, Duties, and Responsibilities of the Community Manager
- 13.7.2. Social Media Manager
- 13.7.3. Social Media Strategist

**13.8. Social Media Plan**

- 13.8.1. Designing a Social Media Plan
- 13.8.2. Defining the Strategy to Be Followed in Each Medium
- 13.8.3. Contingency Protocol in Case of Crisis

**Module 14. Management Accounting**

**14.1. Fundamentals of Management Accounting**

- 14.1.1. Management Accounting Objectives
- 14.1.2. Qualitative Characteristics of Accounting Information
- 14.1.3. Management Accounting Evolution

**14.2. Management Accounting to Cost Accounting**

- 14.2.1. Elements of Cost Calculation
- 14.2.2. Stock in General Accounting and Cost Accounting
- 14.2.3. Expense in General Accounting and Cost Accounting
- 14.2.4. Costs Classification

**14.3. Cost-Volume of Operations-Benefit Analysis**

- 14.3.1. Characteristics and Assumptions of the Cost-Volume-Profit Method
- 14.3.2. Break-Even Point
- 14.3.3. Safety Margin
- 14.3.4. Uncertainty Situations in the Cost-Volume-Profit Analysis

**14.4. Information Systems and Business Intelligence**

- 14.4.1. Fundamentals and Classification
- 14.4.2. Cost Allocation Phases and Methods
- 14.4.3. Choice of Cost Center and Impact

**14.5. Direct Costing**

- 14.5.1. Analytical Results of Direct Costing as a Management Tool
- 14.5.2. Fixed and Variable Costs: Classification
- 14.5.3. Semi-Gross Margin for Productivity Study
- 14.5.4. Analytical Balance Sheet Study

**14.6. Budget Control**

- 14.6.1. Budget Planning and Control
- 14.6.2. Operational Budgets
- 14.6.3. Budgeting Methods
- 14.6.4. Budget Control and Deviations

**14.7. Standard Costs**

- 14.7.1. Definition and Types of Standard Costs
- 14.7.2. Flexible Budgeting of Indirect Costs
- 14.7.3. Total Cost Center and Full Costs Model
- 14.7.4. Variances in Standard Costs Approach

**14.8. Decision-Making in Management Accounting**

- 14.8.1. Production and Costs Organization for Decision Making
- 14.8.2. Analysis of Economic-Financial Statements and their Impact on Corporate Decisions
- 14.8.3. Financial Information for Decision-Making in the Short and Long Term
- 14.8.4. Dealing with Uncertainty in Decision-Making
- 14.8.5. Planning and Cost Analysis for Competitive Advantage



**Module 15. Banking and Financial Markets****15.1. The Economic Environment and Financial Markets**

- 15.1.1. Measuring Financial Activity
- 15.1.2. Main Financial Aggregates
- 15.1.3. Markets and the Control of Financial Flows
- 15.1.4. The Current Financial Crisis

**15.2. Banking Management**

- 15.2.1. Securitizations
- 15.2.2. Derivatives and Structured Products
- 15.2.3. Syndicated Financing
- 15.2.4. Study of the Profitability Obtained

**15.3. Financial Instruments and Markets**

- 15.3.1. Fixed Income Valuation and Pricing
- 15.3.2. Equities
- 15.3.3. Derivatives
- 15.3.4. Investment Funds

**15.4. Financial Analysis and Planning**

- 15.4.1. Analysis of the Balance Sheet
- 15.4.2. Analysis of the Income Statement
- 15.4.3. Profitability Analysis

**15.5. Financial Products**

- 15.5.1. Public and Mixed Fixed Income Assets
- 15.5.2. Equity Assets
- 15.5.3. Derivative Financial Products
- 15.5.4. Structured Financial Products

**15.6. Collective Investment**

- 15.6.1. Collective Investment Financial Products
- 15.6.2. National Collective Investment Institutions
- 15.6.3. International Collective Investment

**15.7. Portfolio Management**

- 15.7.1. Portfolio Theory
- 15.7.2. Fixed Income and Equity Management Styles
- 15.7.3. Mixed Portfolio Management Styles
- 15.7.4. Asset Allocation Techniques

**15.8. Private Banking**

- 15.8.1. Private Banking or Wealth Management
- 15.8.2. Retail and Institutional Investment
- 15.8.3. Differential Assets and Structures

**Module 16. Financial Risk and Corporate Finance****16.1. Financial Management and Corporate Finance**

- 16.1.1. Business Management and Value Creation
- 16.1.2. Capital Structure and Financial Leverage
- 16.1.3. Weighted Average Cost of Capital
- 16.1.4. Capital Asset Pricing Model and Other Models

**16.2. Company Valuation Methods**

- 16.2.1. Dividend Discount
- 16.2.2. Flow Discount
- 16.2.3. Comparable Multiples

**16.3. Corporate Operations**

- 16.3.1. Mergers
- 16.3.2. Acquisition
- 16.3.3. Mergers and Acquisitions
- 16.3.4. Tax Regime for Restructuring Operations

**16.4. Studying Other Types of Companies**

- 16.4.1. Unlisted Companies
- 16.4.2. SMES
- 16.4.3. Family Businesses
- 16.4.4. Foundations and Non-Profit Organizations
- 16.4.5. Social Economy Enterprise

**16.5. Strategy and Risk Control**

- 16.5.1. Management Control Systems
- 16.5.2. Risks and Internal Control
- 16.5.3. Review and Audit of the Control System
- 16.5.4. Financial Risk Management

**16.6. Risk, Profitability and Indebtedness**

- 16.6.1. Economic Profitability and Financial Profitability
- 16.6.2. Financial Profitability and Indebtedness
- 16.6.3. Risk and Profitability

**16.7. Sources of Financing**

- 16.7.1. Bank Financing
- 16.7.2. Issuance of Debentures and Securitization of Assets
- 16.7.3. *Private Equity and Venture Capital*
- 16.7.4. Subsidies and Fiscal Support

**16.8. Corporate Transactions and Bankruptcy**

- 16.8.1. Declaration of Bankruptcy and its Effects
- 16.8.2. Settlement and Liquidation Phases
- 16.8.3. The International Tender
- 16.8.4. Scoring the Tender
- 16.8.5. Conclusion and Reopening of the Tender

## Module 17. Feasibility of the Inversions Project

### 17.1. Investment in the Company

- 17.1.1. Concept and Classification
- 17.1.2. Stages in the Study of the Investment Project
- 17.1.3. Investment as a Financial Operation

### 17.2. Economic Valuation Methods

- 17.2.1. Recovery Period
- 17.2.2. Total and Average Cash Flow per Committed Monetary Unit
- 17.2.3. Net Present Value and Internal Rate of Return
- 17.2.4. Discounted Payback Period and Rate of Return
- 17.2.5. Expected NPV Return

### 17.3. Cost of Capital

- 17.3.1. Cost of Borrowed Resources
- 17.3.2. Cost of Preferred Stocks
- 17.3.3. Cost of Equity Calculation
- 17.3.4. Total Cost of Capital Calculation

### 17.4. Investment Diagnosis, Planning and Control

- 17.4.1. Financial Planning
- 17.4.2. Real Estate Planning
- 17.4.3. Tax Planning

### 17.5. Technical and Fundamental Analysis

- 17.5.1. Definition and Scope of Application
- 17.5.2. Study of Charts and Trends
- 17.5.3. Sector and Stock Market Research in Fundamental Analysis
- 17.5.4. Ratios and Fundamental Analysis

### 17.6. Investment Analysis in a Risky Environment

- 17.6.1. Adjustment of the Discount Rate
- 17.6.2. Reduction of Cash Flows to Certainty Conditions
- 17.6.3. Scenario Simulation

### 17.7. Cash Flows in Investment Projects

- 17.7.1. Financial Modeling
- 17.7.2. Elaboration of Cash Flows
- 17.7.3. Analysis of Cash Flows of Working Capital
- 17.7.4. Taxes and Inflation

### 17.8. Stock Markets

- 17.8.1. Companies Access to the Stock Market
- 17.8.2. The Functioning of the International Stock Markets
- 17.8.3. Stock Market Indexes
- 17.8.4. Taxation of Financial Investments in Spain

## Module 18. International Finance

### 18.1. Business & International Strategy

- 18.1.1. Internationalization
- 18.1.2. Globalization
- 18.1.3. Growth & Development in Emerging Markets
- 18.1.4. International Monetary System

### 18.2. Foreign Exchange Market

- 18.2.1. Foreign Exchange Transactions
- 18.2.2. Forward Foreign Exchange Market
- 18.2.3. Derivative Instruments for Hedging Exchange Rate and Interest Rate Risks
- 18.2.4. Currency Appreciation and Depreciation

### 18.3. International Payment and Collection Methods

- 18.3.1. Bills, Personal Check and Bank Check
- 18.3.2. Transfer, Payment Order and Remittance
- 18.3.3. Documentary Clauses and Credits
- 18.3.4. Factoring, International Swap and Other Means

### 18.4. Financing Operations in International Markets

- 18.4.1. Incoterms
- 18.4.2. Derivative Instruments to Hedge Possible Fluctuations in the Price of Raw Materials
- 18.4.3. Export Credits With Official Support
- 18.4.4. Hedging with Swap Contracts
- 18.4.5. The OECD Consensus

### 18.5. International Financial Institutions

- 18.5.1. The Fund for the Internationalization of the Company
- 18.5.2. The World Bank Group
- 18.5.3. The Inter-American Development Bank
- 18.5.4. The Caribbean Development Bank

### 18.6. Formation of Exchange Rates

- 18.6.1. Interest Rate Parity Theory
- 18.6.2. Theory of Exchange Rate Expectations
- 18.6.3. Purchasing Power Parity (PPP) Theory
- 18.6.4. Capital Market Balance

### 18.7. Debt Conversion Programs

- 18.7.1. Legal Framework
- 18.7.2. Operation
- 18.7.3. Conversion of Debt into Public Investments
- 18.7.4. Conversion of Debt into Private Investments

### 18.8. International Stock Market

- 18.8.1. Wall Street Market (New York)
- 18.8.2. Gold Market
- 18.8.3. World External Debt
- 18.8.4. Paris Club
- 18.8.5. ADR and GDR Securities Market

**Module 19. Strategic HR Management**

**19.1. Strategic Thinking and System**

- 19.1.1. The Company as a System
- 19.1.2. Strategic Thinking Derived from Corporate Culture
- 19.1.3. The Strategic Approach from the People Management Perspective

**19.2. Planning and Management of HR Department Projects**

- 19.2.1. Keys to the Design and Implementation of a Balanced Scorecard
- 19.2.2. Workforce Sizing and Planning
- 19.2.3. Supporting Operations: Personnel Policies

**19.3. Strategic Organizational Design**

- 19.3.1. *Business Partners* Model
- 19.3.2. *Share Services*
- 19.3.3. *Outsourcing*

**19.4. Job Design, Recruitment and Selection**

- 19.4.1. Training and Career Development
- 19.4.2. Strategic Approach to People Management
- 19.4.3. Design and Implementation of Personnel Policies and Practices

**19.5. HR Analytics**

- 19.5.1. Big Data y Business Intelligence (BI)
- 19.5.2. HR Data Analysis and Modeling
- 19.5.3. HR Metrics Design and Development

**19.6. Strategic Leadership**

- 19.6.1. Leadership Models
- 19.6.2. Coaching
- 19.6.3. Mentoring
- 19.6.4. Transformational Leadership

**19.7. Audit and Control of Human Resources Management**

- 19.7.1. Reasons for the Audit of Human Resources Management
- 19.7.2. Data Collection and Analysis Tools
- 19.7.3. The Audit Report

**Module 20. Executive Coaching**

**20.1. Neuromanagement**

- 20.1.1. Evolution, Brain Function, Survival, Values and Rewards
- 20.1.2. Self-Awareness and Sense of Pleasure
- 20.1.3. Neurobiological Bases of Emotions, Empathy and Social Behaviors
- 20.1.4. Cultures and Values Morality, Values and Executive Function

**20.2. Neuroeconomics**

- 20.2.1. Value Measurement
- 20.2.2. Evaluation, Risk and Decision Making
- 20.2.3. Adaptation, Microeconomic Theory, Value and Market

**20.3. Managing One-Self**

- 20.3.1. Search for Consistency
- 20.3.2. Learning Towards Authenticity
- 20.3.3. Social Values, Identity and Meaning of Life

**20.4. Self-Control and Self-Efficacy**

- 20.4.1. Mindfulness y Homeostasis
- 20.4.2. Personal Style of Relationship and Organization
- 20.4.3. Relational Efficiency Map

**20.5. Management and Emotional Intelligence**

- 20.5.1. Patterns of Behavior and Interpersonal Relationships
- 20.5.2. Basic Areas of Behavior Common to All Persons
- 20.5.3. Increase Personal and Interpersonal Effectiveness through *Feedback* and Reflection

**20.6. Empathy and Collaboration**

- 20.6.1. How does Compatibility Between People Affect Productivity?
- 20.6.2. Rigidity and Teamwork
- 20.6.3. Effectiveness of Work in Team Development Stages

**20.7. Coaching**

- 20.7.1. Use of Coaching in the Development of People
- 20.7.2. Coaching Models and Scope
- 20.7.3. Action and Limits of Executive Coaching

**20.8. Positive Psychology**

- 20.8.1. Stakeholder Management and Dialogue
- 20.8.2. Appreciative Inquiry
- 20.8.3. Select, Evaluate and Provide Feedback

**Module 21. Talent Management**

**21.1. Managing Human Capital**

- 21.1.1. Intellectual Capital The Intangible Asset of Knowledge
- 21.1.2. Talent Acquisition
- 21.1.3. Search for People for the Organization
- 21.1.4. Preventing the Loss of Human Resources

**21.2. Innovation in Talent and People Management**

- 21.2.1. Strategic Talent Management Models
- 21.2.2. Talent Identification, Training and Development
- 21.2.3. Loyalty and Retention
- 21.2.4. Proactivity and Innovation

**21.3. Strategic Engagement Management**

- 21.3.1. Engagement Management in the New Generations
- 21.3.2. Return on Capital Stock
- 21.3.3. Emotional Salary

**21.4. Talent Management and Commitment**

- 21.4.1. Keys to Positive Management
- 21.4.2. Talent Map in the Organization
- 21.4.3. Cost and Added Value

**21.5. Competency-Based Human Resources Management**

- 21.5.1. Analysis of the Potential
- 21.5.2. Remuneration Policies
- 21.5.3. Career/Succession Planning

**21.6. Training Management**

- 21.6.1. Learning Theories
- 21.6.2. Talent Detection and Retention
- 21.6.3. Gamification and Talent Management
- 21.6.4. Training and Professional Obsolescence

**21.7. Motivation**

- 21.7.1. The Nature of Motivation
- 21.7.2. Expectations Theory
- 21.7.3. Needs Theory
- 21.7.4. Motivation and Financial Compensation

**21.8. Compensation and Non-Economic Benefits**

- 21.8.1. Quality of Life in the Workplace Programs
- 21.8.2. Expansion and Enrichment of the Job
- 21.8.3. Flexible Schedules and Job Sharing
- 21.8.4. Healthy Environment Organization

**21.9. Compensation Policy Management**

- 21.9.1. Incentive Systems
- 21.9.2. Cost Reduction Plans
- 21.9.3. Distribution of Salary Concepts

**21.10. Metrics**

- 21.10.1. Efficiency and Motivation in the Workplace
- 21.10.2. Study of Methods and Work Measurement
- 21.10.3. Performance Evaluation

**Module 22. Change Management**

**22.1. Organizational Changes**

- 22.1.1. Transformation Process
- 22.1.2. Anticipation and Action
- 22.1.3. Organizational Learning
- 22.1.4. Resistance to Change

**22.2. Development of High-Performance Teams**

- 22.2.1. Personal Factors and Motivation for Successful Work
- 22.2.2. Integrating a High-Performance Team
- 22.2.3. People and Business Change and Development Projects
- 22.2.4. Financial Keys to HR: Business and People

**22.3. Workgroup Management**

- 22.3.1. Group Synergy
- 22.3.2. The Group's Life Cycle
- 22.3.3. Groups and Motivation
- 22.3.4. Groups and Innovation

**22.4. Group Dynamics**

- 22.4.1. The Roles of People in Groups
- 22.4.2. Group Leadership
- 22.4.3. Group Rules
- 22.4.4. Group Cohesion

**22.5. Responsibility and Group Management**

- 22.5.1. Decision Making
- 22.5.2. Unconscious Reasons in Decision Making
- 22.5.3. Personal Responsibility and Accountability

**22.6. Managing People in the Digital Era**

- 22.6.1. Impact of IT on Intellectual Capital
- 22.6.2. Reputation in Social Networks and Personal Branding
- 22.6.3. Recruitment and Human Resources 2.0.

**22.7. Human Resources and Total Quality**

- 22.7.1. Quality Costs
- 22.7.3. The Importance of Quality
- 22.7.3. From Total Quality to Innovation

**Module 23. Supply Chain Management Planning and Execution**

**23.1. Production Planning**

- 23.1.1. Advanced Techniques and Systems for Production and Quality Management
- 23.1.2. Effective Demand Planning and Management
- 23.1.3. Advanced Sales & Operations Planning
- 23.1.4. Programming and Production Control

**23.2. Demand Management under a Lean Perspective**

- 23.2.1. Master Planning Plan
- 23.2.2. Lean Design of Product and Process Structures

**23.3. Lean Planning**

- 23.3.1. Value Stream Map
- 23.3.2. Planning and Scheduling in Lean Systems
- 23.3.3. Lean Planning and Scheduling Techniques

**23.4. Planning and Scheduling of Operations**

- 23.4.1. Materials Planning
- 23.4.2. Resource Planning
- 23.4.3. Distribution Planning
- 23.4.4. Computerized Planning Systems

**23.5. Structure and Types of Production**

- 23.5.1. Production to Order Characteristics
- 23.5.2. Characteristics of Process-Oriented Production
- 23.5.3. Characteristics of Product-Oriented Production

**23.6. Supplier Relationship Management**

- 23.6.1. Customer Service Global Management
- 23.6.2. Efficient Consumer Response
- 23.6.3. Customer-Supplier Collaboration Programs

**Module 24.** Supply Chain and Demand Management

**24.1. Supply Chain Design and Management**

- 24.1.1. Environmental Conditions
- 24.1.2. Competitiveness Factors
- 24.1.3. Innovation, Challenges and Shortcomings

**24.2. Demand Management and Resource Planning**

- 24.2.1. Operations and Supply Chain Analysis by Sector
- 24.2.2. Stock Management by Reorder Point

**24.3. Key Aspects of the Supply Chain**

- 24.3.1. Order Penetration Points
- 24.3.2. Stock Points
- 24.3.3. Customization Points
- 24.3.4. Sales Forecasting Tip

**24.4. Supply Chain and Customer Service Excellence**

- 24.4.1. Efficient Manufacturing and Delivery
- 24.4.2. Excellence in Customer Service as a Competitive Advantage
- 24.4.3. Tools for Measuring Customer Service Excellence

**24.5. Innovation and Product Engineering**

- 24.5.1. Product Development Management
- 24.5.2. Prototypes

**24.6. Organizations and Product Development**

- 24.6.1. Systems Engineering
- 24.6.2. Purchasing in Product Development
- 24.6.3. Industrialization and Manufacturing

**24.7. Strategic Planning Design throughout the Supply Chain**

- 24.7.1. Bottleneck Planning
- 24.7.2. Uncoupling Points
- 24.7.3. Pull Systems

**24.8. Establishment of the Work Sequence**

- 24.8.1. Process Grouping in Loops
- 24.8.2. Sizing and Role of Stocks
- 4.8.3. Leveling and Sequencing

**24.9. Reverse Logistics and Sustainability**

- 24.9.1. Returns, Rejections and Refunds
- 24.9.2. Management of Household Collection
- 24.9.3. Warehouse Management
- 24.9.4. Reverse Flow Traceability

**24.10. Customer Service**

- 24.10.1. Customer Service as a Winning Strategy
- 24.10.2. Customer Communication Channels
- 24.10.3. Integration with the Online Store
- 24.10.4. Online Service Centers

**Module 25. Strategic Purchasing Management****25.1. Strategic Purchasing Management**

- 25.1.1. New Challenges in Purchasing, Sourcing and Procurement Management.
- 25.1.2. Purchasing Function in Companies and in the Supply Chain
- 25.1.3. Purchasing Function as a Resource Provider
- 25.1.4. Legal Aspects of Purchasing Function

**25.2. Lean Management in Purchasing Processes**

- 25.2.1. Lean Buying
- 25.2.2. Outsourcing in the SCM
- 25.2.3. Lean Supplying

**25.3. Purchasing Strategy Design**

- 25.3.1. Externalization
- 25.3.2. Process Outsourcing
- 25.3.3. Globalization
- 25.3.4. Relocation

**25.4. Outsourcing-Insourcing**

- 25.4.1. Purchasing Models and Processes
- 25.4.2. Segmentation Models
- 25.4.3. Role of e-Procurement

**25.5. Strategic Sourcing**

- 25.5.1. Supplier Selection and Development
- 25.5.2. Value Generation from Strategic Procurement
- 25.5.3. Logistic Operators in Procurement

**25.6. Warehouse Design and Management**

- 25.6.1. Advanced Warehouse Design
- 25.6.2. Picking and Sorting
- 25.6.3. Material Flow Control

**25.7. Lean Warehouse**

- 25.7.1. The Fundamentals of Lean Warehousing
- 25.7.2. Inventory Management Systems
- 25.7.3. Radio Frequency in Warehouse Design

**25.8. Transportation and Distribution Management**

- 25.8.1. Coordination Between Transport and Warehousing
- 25.8.2. Logistics Activity Zones (LAZ)
- 25.8.3. Air and Inland Freight Transportation Regulations and Agreements

**25.9. Internal Logistics**

- 25.9.1. Calculation of Requirements
- 25.9.2. Typology of Warehouses in a JIT System
- 25.9.3. DOUKI SEISAN Supplies
- 25.9.4. Lean Materials Handling

**Module 26.** International Operations Lean Logistics Application

**26.1. Global Supply Chain**

- 26.1.1. Global Supply Chain Planning
- 26.1.2. Global Logistics Supply Chain Management and International Markets
- 26.1.3. The Triple Axis of the Supply Chain

**26.2. Import Management**

- 26.2.1. Customs, Export and Import processes
- 26.2.2. International Commerce Institutions and Agreements
- 26.2.3. Customs Legislation
- 26.2.4. Plant Management and International Purchasing

**26.3. International Logistics Distribution**

- 26.3.1. International Logistics Platforms
- 26.3.2. International Transport Operator
- 26.3.3. Hubs and Distribution

**26.4. Incoterms and International Document Management**

- 26.4.1. Exportation or Implantation
- 26.4.2. Agency, Distribution and International Sales and Purchase Agreements
- 26.4.3. Industrial and Intellectual Property
- 26.4.4. Taxes and Tariffs Classification

**26.5. Methods and Means of International Payment**

- 26.5.1. Payment Method Selection
- 26.5.2. Documentary Credit
- 26.5.3. Bank Guarantee and Documentary Credit

**26.6. International Lean Logistics**

- 26.6.1. Lean Basis with Application in International Logistics
- 26.6.2. Logistics Waste Elimination Strategies
- 26.6.3. Main Implications and Requirements
- 26.6.4. Other Methodologies to Improve the Process

**26.7. Lean Operational**

- 26.7.1. Lean Decisions
- 26.7.2. Lean Tools
- 26.7.3. Lean and Continuous Improvement in SCM

**26.8. Creating Value**

- 26.8.1. Definition of International Logistics Strategies
- 26.8.2. Economic Value Added
- 26.8.3. International Projects



**Module 27. Innovation, E-Logistics and Technology in the Supply Chain**
**27.1. Process Engineering and Product Engineering**

- 27.1.1. Innovation Strategies
- 27.1.2. Open Innovation
- 27.1.3. Innovative Organization and Culture
- 27.1.4. Multifunctional Teams

**27.2. IS Strategic Planning**

- 27.2.1. The Process of Strategic Planning
- 27.2.2. Formulating the IS Strategy
- 27.2.3. Strategy Implementation Plan
- 27.2.4. Supply Chain Optimization and E-Logistics Strategy

**27.3. Launch and Industrialization of New Products**

- 27.3.1. Design of New Products
- 27.3.2. Lean Design
- 27.3.3. Industrialization of New Products
- 27.3.4. Manufacture and Assembly

**27.4. Emerging Technologies and Information Systems**

- 27.4.1. Company and Industry Sector Analysis
- 27.4.2. Online Business Models
- 27.4.3. The Value of IT in a Company

**27.5. Digital e-Commerce Management**

- 27.5.1. New E-Commerce Business Models
- 27.5.2. Planning and Developing an E-Commerce Strategic Plan
- 27.5.3. Technological Structure in E-Commerce

**27.6. E-Commerce Operations and Logistics**

- 27.6.1. Digital Point-of-Sale Management
- 27.6.2. Contact Center Management
- 27.6.3. Automation in Management and Monitoring Processes

**27.7. E-Logistics B2C and B2B**

- 27.7.1. E-Logistics
- 27.7.2. B2C: E-Fulfilment, the Last Mile
- 27.7.3. B2B: E-procurement Marketplaces

**27.8. Digital Pricing**

- 27.8.1. Online Payment Methods and Payment Gateways
- 27.8.2. Electronic Promotions
- 27.8.3. Digital Price Timing
- 27.8.4. Ee-Auctions

**27.9. The Warehouse in e-Commerce**

- 27.9.1. Peculiarities of the Warehouse in E-Commerce
- 27.9.2. Warehouse Design and Planning
- 27.9.3. Infrastructure. Fixed and Mobile Devices
- 27.9.4. Zoning and Locations

**27.10. Designing an Online Store**

- 27.10.1. Design and Usability
- 27.10.2. Most Common Functionalities
- 27.10.3. Alternative Technologies

**27.11. Supply Chain Management and Future Trends**

- 27.11.1. The Future of e-Business
- 27.11.2. The Current and Future Reality of E-Commerce
- 27.11.3. SC Operating Models for Global Companies

07

# 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"*



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

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

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



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



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

### A learning method that is different and innovative

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

“

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

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

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

## Relearning Methodology

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

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

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

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

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





In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically.

With this methodology we have trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, markets, and financial instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years.

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

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

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



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



### Study Material

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

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



### Classes

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

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



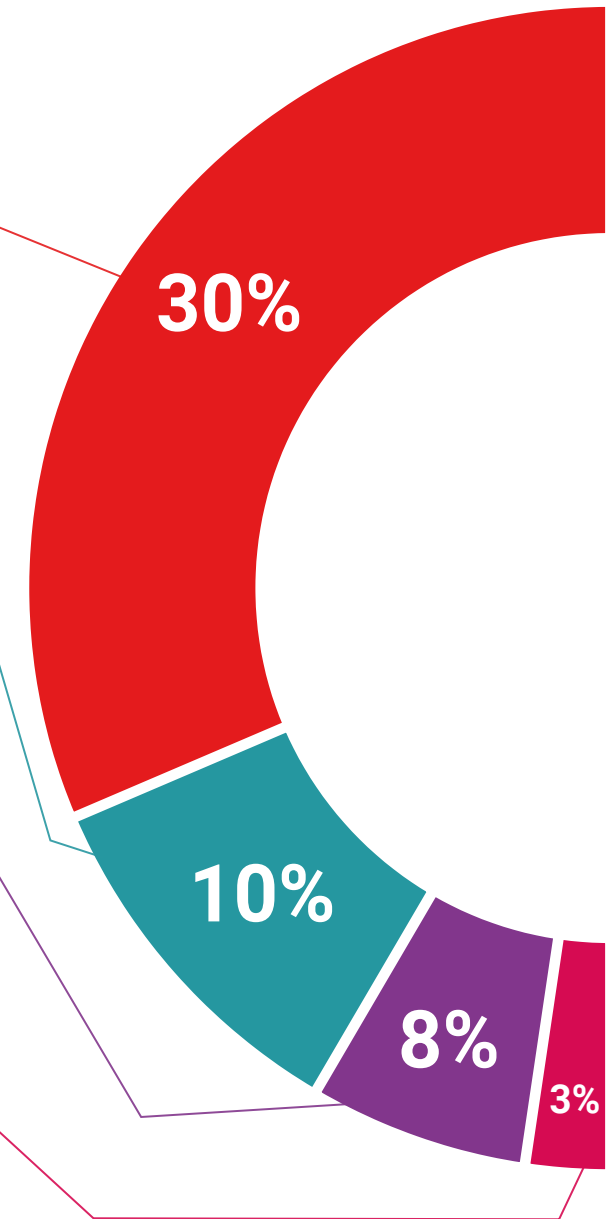
### Management Skills Exercises

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

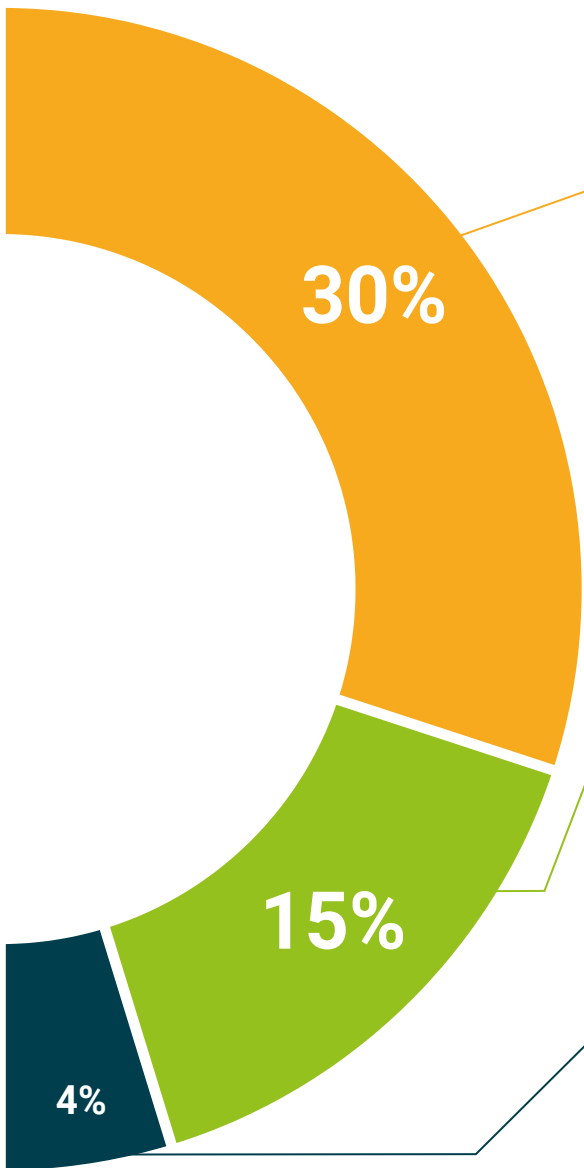


### Additional Reading

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







### 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 senior management specialists in the world.



### Interactive Summaries

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

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



### Testing & Retesting

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.



08

# Our Students' Profiles

The Advanced Master's Degree in Global MBA (Chief Executive Officer) is a program aimed at professionals who specialize in business management, and who want to update their knowledge and progress in their professional career. The diversity of participants with different academic profiles and from multiple nationalities make up the multidisciplinary approach of this program.





“

*Our students are experienced professionals, aware of the importance of specialization to excel in their careers”*

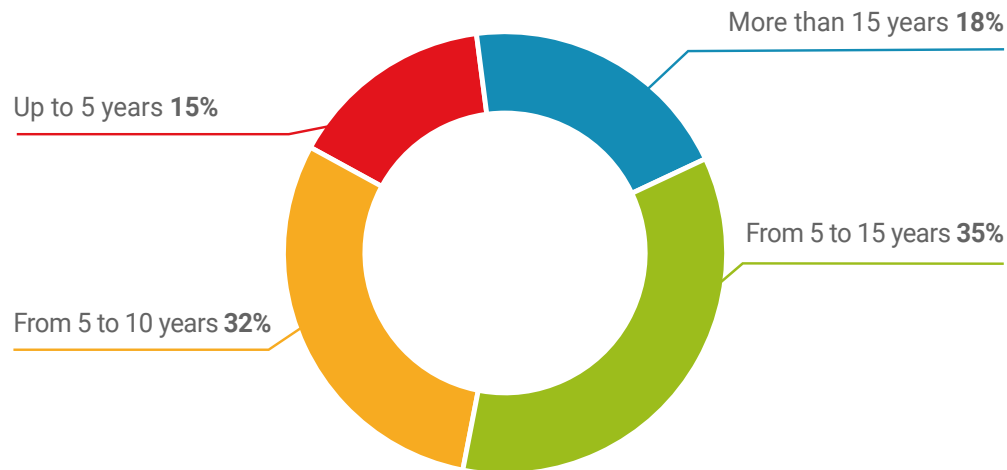
### Average Age

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Between **35** and **45** years old

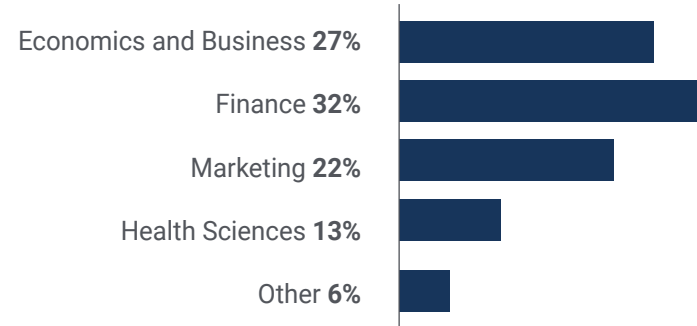
### Years of Experience

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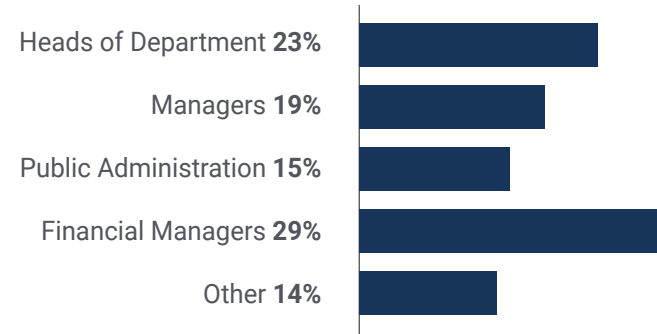
### Training

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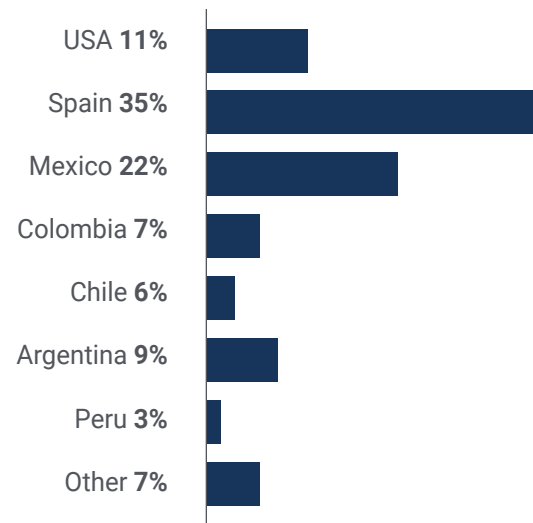
### Academic Profile

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## Geographical Distribution

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## Francisco García

Managing director of a multinational company

*"Obtaining an integral vision of the company is fundamental to be able to apply the appropriate strategies to achieve the proposed objectives. Therefore, I had been looking for a program that would help me to strengthen my knowledge in this field for some time. Luckily, in TECH I found everything I needed: a very complete syllabus, a 100% online methodology and a high-level teaching staff"*

09

# Course Management

The program includes, in its teaching staff, experts of reference in integral vision of the company, who pour into this program the experience of their years of work. In addition, other specialists of recognized prestige in related areas participate in its design and elaboration, completing the grand master in an interdisciplinary way, making it, therefore, a unique and highly nourishing experience at an academic level for the student.





“

*A prestigious teaching team to help you achieve professional success"*

## Management



### Mr. Domingo Folgado, Javier

- ♦ Head of Corporate Development and Investor Relations Department. WHITE INVESTING Valencia Since 2018
- ♦ Founding partner of Reliance. Valencia Since 2014
- ♦ Degree in Economics and Business Administration, specializing in Finance and Investment. University of Economics and Business Administration. Valencia 1995
- ♦ Master's Degree in Portfolio Management. Institute of Advanced Finance. Madrid. 1999
- ♦ University Specialist Course in Economic-Financial Management. Pontific University of Comillas. ICADE. Madrid. 1996
- ♦ Training in Market Risk Control (VaR) and Credit Risk (Credit Derivatives). Options & Futures Institute. 2000
- ♦ Corporate Finance Training. School of Applied Finance (AFI). Madrid. 2000
- ♦ Professor at various financial schools in Spain For 20 years

## Professors

### Mr. López, Adolfo

- ♦ Economist
- ♦ Master's Degree in Marketing
- ♦ He has developed his activity mainly in the field of Strategy, Marketing and Market Research Consulting
- ♦ Extensive experience in undergraduate and master's degree training at universities and business schools
- ♦ Former president of the Marketing Club in Valencia and member of the board of directors of the Iberoamerican Association of Neurosciences for Communication and Business





# 10

# Impact on Your Career

TECH is aware that taking a program of these characteristics is a great economic, professional and, of course, personal investment. The ultimate goal of this great effort should be to achieve professional growth. Therefore, all efforts and tools are made available to the professional to acquire the necessary skills and abilities to achieve this change.







“

*We are fully committed to helping you achieve the professional change you want"*

### Are you ready to take the leap? Excellent professional development awaits you:

The Global MBA (Chief Executive Officer) of TECH Global University is an intensive program that prepares the professional students to face challenges and business decisions both nationally and internationally. The main objective is to promote your personal and professional growth and to help you achieve success.

If you want to improve yourself, make a positive change professionally and network with the best, this is the place for you.

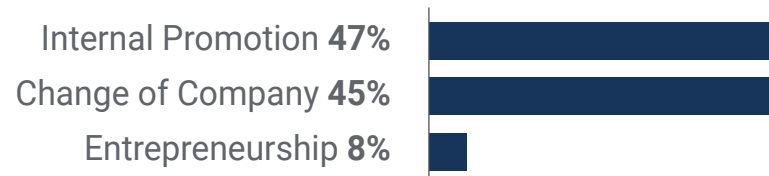
*Don't miss the opportunity to acquire a higher specialization and advance in your profession until you reach success.*

*We are fully committed to helping you achieve the professional change you want.*

#### When the change occurs



#### Type of change



### Salary increase

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This program represents a salary increase of more than **25%** for our students.



11

# Benefits for Your Company

The MBA in Global (Chief Executive Officer) helps raise the organization's talent to its maximum potential by training high-level leaders. Therefore, participating in this academic program will not only improve you on a personal level, but, above all, on a professional level, enhancing your training and improving your managerial skills. But, in addition, joining the TECH educational community is a unique opportunity to access a powerful network of contacts in which to find future professional partners, customers or suppliers.





“

*After completing this Advanced Master's Degree you will bring to the company a new business vision"*

Developing and retaining talent in companies is the best long-term investment.

01

### **Intellectual Capital and Talent Growth**

You will bring to the company new concepts, strategies and perspectives that can bring about relevant changes in the organization.

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02

### **Retaining high-potential executives to avoid talent drain**

This program strengthens the link between the company and the executive and opens new avenues for professional growth within the company.

03

### **Building agents of change**

You will be able to make decisions in times of uncertainty and crisis, helping the organization overcome obstacles.

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04

### **Increased international expansion possibilities**

Thanks to this program, the company will come into contact with the main markets in the world economy.





05

### **Project Development**

Be able to work on a real project or develop new projects in the R+D or Business Development area of your company.

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06

### **Increased competitiveness**

This program will equip students with the necessary skills to take on new challenges and drive the organization forward.

# 12 Certificate

The Advanced Master's Degree Global MBA (Chief Executive Officer) guarantees you, in addition to the most rigorous and updated training, access to a Advanced Master's Degree issued by TECH Global University.



“

*Successfully complete this training and receive your university degree without travel or laborious paperwork"*

This program will allow you to obtain your **Advanced Master's Degree diploma in Global MBA (Chief Executive Officer)** endorsed by **TECH Global University**, the world's largest online university.

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

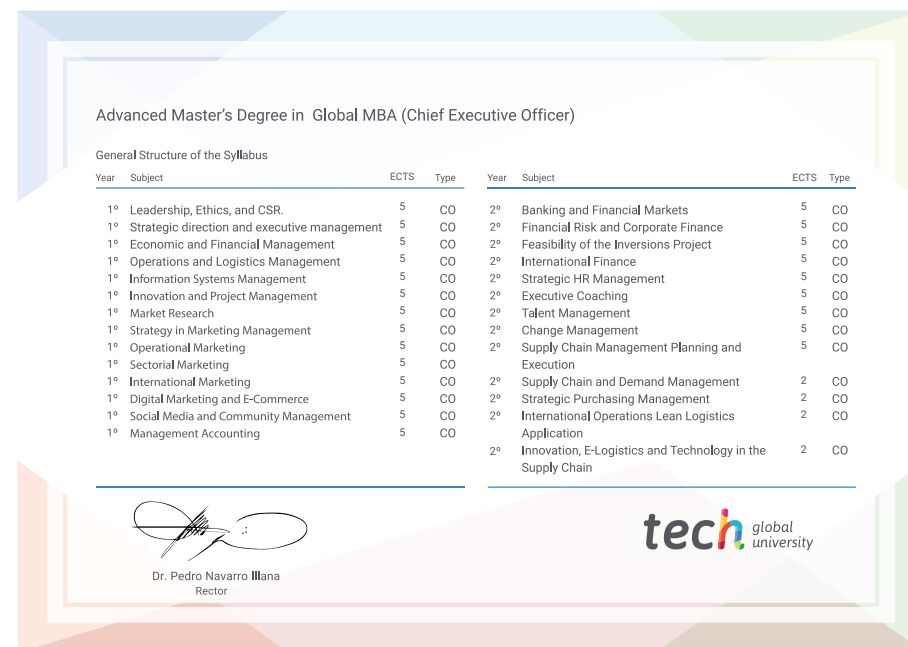
This **TECH Global University** title is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Advanced Master's Degree in Global MBA (Chief Executive Officer)**

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**



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



## Advanced Master's Degree Global MBA (Chief Executive Officer)

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

# Advanced Master's Degree

## Global MBA (Chief Executive Officer)