Advanced Master's Degree

MBA in Production Management

AMDMBAPM

tech technological university

tech technological university

Advanced Master's Degree
MBA in Production Management

- Modality: **online**
- Duration: **2 years**
- Certificate: **TECH Technological University**
- Schedule: **at your own pace**
- Exams: **online**

Website: **www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-production-management**

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01

Welcome

In a company, holding a Production Management position brings key benefits that impact professional development and organizational success. From a professional perspective, it provides the opportunity to make strategic decisions that optimize resources and improve procedures, which contributes to personal growth and recognition within the company. In addition, by having a comprehensive vision of the production chain, teamwork is encouraged and innovation is promoted, which are fundamental aspects to maintain competitiveness in the market. And, all this, with the best program on the market, both in terms of content and the quality of its faculty, and in a 100% online format that will make it much easier to study.

MBA in Production Management
TECH Technological University

You will have the opportunity to lead and efficiently coordinate production processes, optimizing resources and ensuring the quality of products or services"

02

Why Study at TECH?

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

TECH's value proposition is shaking the foundations of traditional business schools. It offers you the best specialization at the best price"

At TECH Technological University

Innovation

The university offers an online learning model that balances 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.

+100000
executives prepared 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.

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 analyses in the academic setting"

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* methodology (the most internationally recognized postgraduate learning methodology) with Harvard Business School case studies. A complex balance of traditional and state-of-the-art methods, within the most demanding academic framework.

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 ground-breaking price**. This way, TECH ensures that studying is not as expensive for students as it would be at another university.

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 education of the highest academic level”

This program will provide you with a multitude of professional and personal advantages, among which we highlight the following:

01

A Strong Boost to Your Career

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 students achieve positive career development in less than 2 years.

02

Develop a strategic and global vision of the company

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

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

You will 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 fields 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

You will be part of an exclusive community

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

We give you the opportunity to study with a team of world-renowned teachers.

04

Objectives

The main objective of this Advanced Master's Degree will be to provide professionals with the skills and knowledge necessary to effectively manage production processes within a company. With this program, graduates will understand production management strategies and techniques, as well as the principles of resource optimization, quality and continuous improvement. In addition, skills in leadership, decision making and problem solving specific to the manufacturing or service industry will be developed.

Be trained to face emerging challenges in a business environment, fostering operational excellence to achieve organizational objectives in an efficient and sustainable manner"

TECH makes the goals of their students their own goals too
Working together to achieve them

The **MBA in Production Management** prepares students to:

01 Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria

02 Develop the key leadership skills that should define working professionals

03 Delve into the sustainability criteria set by international standards when developing a business plan

04 Encourage the creation of corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives

05 Differentiate the skills required to manage business activities strategically

06 Work more effectively, more agile and more aligned with today's new technologies and tools

07 Design innovative strategies and policies to improve management and business efficiency

08 Define the best way to manage the company's Human Resources, achieving a better performance of the same

09 Clarify the economic environment in which the company operates and develop appropriate strategies to anticipate changes

10 Be able to manage the company's economic and financial plan

11 Understand the logistic operations that are necessary in the business environment, so as to manage them appropriately

12 Carry out the Marketing strategy that allows to make the product known to potential clients and to generate an adequate image of the company

13 Be able to develop all the phases of a business idea: Design, Feasibility Plan, Execution, Follow-up

14 Address workload distribution mechanisms of shared resources among several projects

15 Create innovative strategies in line with different projects

16 Establish the appropriate guidelines for the company's adaptation to the changing society

17 Analyze and be able to distinguish the lean philosophy from other approaches to operations improvement

18 Identify any waste in the company's processes

19 Distinguish the different types of industrial processes where action can be taken

20 Differentiate the different types of flow in an operational context

21 Identify the types of demand to be met by our industry

22 Develop the tools and techniques used in quality management in Lean Manufacturing

23 Analyze the statistical methods of process control and root cause analysis

24 Establish the keys to implement and sustain a Kaizen culture in the company

25 Evaluate organizational, operational and management systems based on Operational Excellence and High Performance dynamics: Lean

26 Identify the efficiency problems of the production teams

27 Analyze the keys to implement the Lean Manufacturing philosophy in a company

28 Delve into the best practices for the successful implementation of Lean Manufacturing in an organization

05

Skills

This university program will promote the development of integral skills, which are fundamental to effectively lead the production processes in a company. Therefore, professionals will be equipped with advanced skills in operations management, including production planning and scheduling, resource optimization, supply chain management and the implementation of quality systems. In addition, they will possess a solid understanding of the principles of continuous improvement and Lean Manufacturing, which will enable them to identify opportunities for efficiency and cost reduction

A 100% online program that will amplify your professional resume with a triple university degree, if you meet the official entry requirements"

01 Resolve business conflicts and problems between workers

02 Apply Lean management methodologies

03 Correctly manage teams to improve productivity and, therefore, the company's profits

04 Exercise economic and financial control of a company

05 Manage tools and methods for the manipulation and better utilization of data, for the delivery of understandable results to the final recipient

06 Control the company's logistics processes, as well as purchasing and procurement

07 Delve into the new business models associated with information systems

08 Implement the keys to successful R+D+I management in organizations

09 Apply the most appropriate strategies to support e-commerce of the company's products

10 Develop and lead marketing plans

11 Develop metrics of goal achievement associated with a digital marketing strategy and analyze them in digital dashboards

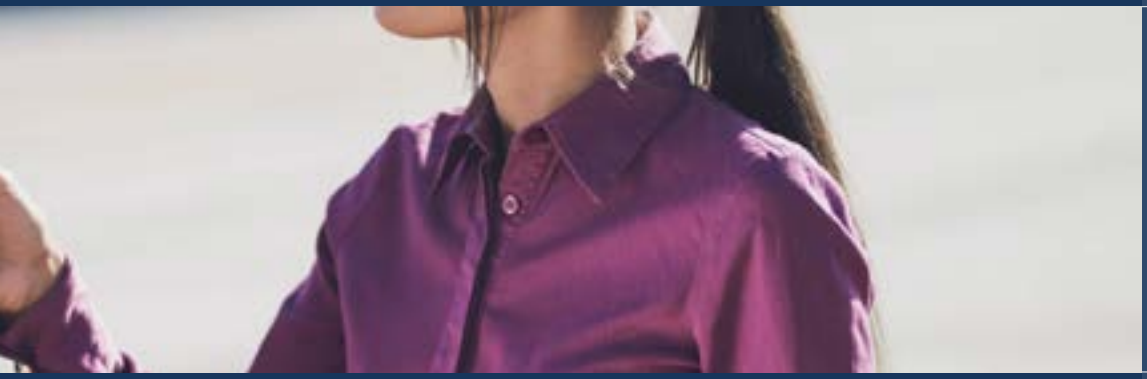
12 Focus on innovation in all processes and areas of the company

13 Lead the different projects of the company, from defining when to prioritize and delay their development within an organization

14 Commit to sustainably developing the company, avoiding environmental impacts

15 Develop an improvement plan through the analysis of the value stream map

16 Evaluate and diagnose the process through the current VSM



17 Apply the flow creation principle for materials, machines, information and people

18 Integrate other lean tools into the new "pull" system

19 Integrate industry 4.0 or fourth industrial revolution technologies such as IoT or Blockchain into the quality management in Lean Manufacturing

20 Apply tools such as "Standard Work", "Jidoka", "Andon", "PokaYoke", and "Visual Management" to quality management in Lean Manufacturing

21 Apply the PDCA/PDSA cycle and the 6M method to identify opportunities for improvement and solve problems

22 Evaluate the structure and advantages of Work Cells and their impact on efficiency and continuous improvement

23 Measure the Overall Equipment Effectiveness (OEE) of equipment in any organization

24 Develop skills to identify, select and set up the implementation team

06

Structure and Content

The curriculum of an Advanced Master's Degree MBA in Production Management encompasses many contents designed to provide students with an understanding of the key aspects of production management. These include production planning and control, supply chain management, process optimization, quality management, advanced manufacturing technology, logistics and distribution, as well as topics related to sustainability and corporate social responsibility.

You will address decision making in global environments, product and process innovation, and organizational change management. What are you waiting for to enroll?"

Syllabus

This TECH Technological University Advanced Master's Degree MBA in Production Management is an intense program that prepares students to face challenges and business decisions globally. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

Throughout this study, students will analyze a multitude of practical cases through individual work, achieving a high quality learning that can be applied, later, to their daily practice. It is, therefore, an authentic immersion in real business situations.

This program deals in depth with the main fundamentals of production management, and is designed for managers to understand business management from a strategic, international and innovative perspective.

A plan designed for students, focused on their professional improvement and that prepares them to achieve excellence in the field of production management in any organization. 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 competencies to solve critical situations in a creative and efficient way.

This program takes place over 24 months and is divided into 20 modules:

Module 1	Leadership, Ethics and Social Responsibility in Companies
Module 2	Strategic Managementand Executive Management
Module 3	People and Talent Management
Module 4	Economic and Financial Management
Module 5	Operations and Logistics Management
Module 6	Information Systems Management
Module 7	Commercial Management, Strategic Marketing and Corporate Communications
Module 8	Market Research, Advertising and Commercial Management
Module 9	Innovation and Project Management
Module 10	Executive Management

Module 11	Lean Manufacturing Principles and Context
Module 12	Value and Waste (Muda): Identification and Elimination of Non-Value Adding Activities
Module 13	Value Stream Mapping: Analysis and Mapping of the Flow of Materials, Information and Activities in a Process. Flow Optimization
Module 14	Continuous Flow: Process Design for a Smooth and Continuous Workflow.
Module 15	Pull System: Implementing a Demand-Pull Production System to Control Production and Minimize Inventory
Module 16	LEAN Quality Management
Module 17	Continuous Improvement, Kaizen.
Module 18	Evolution of Production Organization in a Lean System
Module 19	TPM (Total Productive Maintenance), OEE (Overall Equipment Effectiveness)
Module 20	Lean Implementation: Strategies and Best Practices for Successful Implementation of Lean Manufacturing in an Organization

Where, When and How is it Taught?

TECH offers the possibility of developing this Advanced Master's Degree MBA in Production Management completely online. Throughout the 24 months of the educational program, the students will be able to access all the contents of this program at any time, allowing them to self-manage their study time.

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

Module 1. Leadership, Ethics and Social Responsibility in Companies

1.1. Globalization and Governance
1.1.1. Governance and Corporate Governance
1.1.2. The Fundamentals of Corporate Governance in Companies
1.1.3. The Role of the Board of Directors in the Corporate Governance Framework.

1.2. Leadership
1.2.1. Leadership A Conceptual Approach
1.2.2. Leadership in Companies
1.2.3. The Importance of Leaders in Business Management

1.3. Cross Cultural Management
1.3.1. Cross Cultural Management Concept
1.3.2. Contributions to Knowledge of National Cultures
1.3.3. Diversity Management

1.4. Management and Leadership Development
1.4.1. Concept of Management Development
1.4.2. Concept of Leadership
1.4.3. Leadership Theories
1.4.4. Leadership Styles
1.4.5. Intelligence in Leadership
1.4.6. The Challenges of Today's Leader

1.5. Business Ethics
1.5.1. Ethics and Morality
1.5.2. Business Ethics
1.5.3. Leadership and Ethics in Companies

1.6. Sustainability
1.6.1. Sustainability and Sustainable Development
1.6.2. The 2030 Agenda
1.6.3. Sustainable Companies

1.7. Corporate Social Responsibility
1.7.1. International Dimensions of Corporate Social Responsibility
1.7.2. Implementing Corporate Social Responsibility
1.7.3. The Impact and Measurement of Corporate Social Responsibility

1.8. Responsible Management Systems and Tools
1.8.1. CSR: Corporate Social Responsibility
1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
1.8.4. CSR Tools and Standards

1.9. Multinationals and Human Rights
1.9.1. Globalization, Multinational Companies and Human Rights
1.9.2. Multinational Companies vs. International Law
1.9.3. Legal Instruments for Multinationals in the Area of Human Rights

1.10. Legal Environment and Corporate Governance
1.10.1. International Rules on Importation and Exportation
1.10.2. Intellectual and Industrial Property
1.10.3. International Labor Law

Module 2. Strategic Management and Executive Management

2.1. Organizational Analysis and Design
2.1.1. Conceptual Framework
2.1.2. Key Elements in Organizational Design
2.1.3. Basic Organizational Models
2.1.4. Organizational Design: Typologies

2.2. Corporate Strategy
2.2.1. Competitive Corporate Strategy
2.2.2. Types of Growth Strategies
2.2.3. Conceptual Framework

2.3. Strategic Planning and Strategy Formulation
2.3.1. Conceptual Framework
2.3.2. Elements of Strategic Planning
2.3.3. Strategy Formulation: Strategic Planning Process

2.4. Strategic Thinking
2.4.1. The Company as a System
2.4.2. Organization Concept

2.5. Financial Diagnosis
2.5.1. Concept of Financial Diagnosis
2.5.2. Stages of Financial Diagnosis
2.5.3. Assessment Methods for Financial Diagnosis

2.6. Planning and Strategy
2.6.1. The Plan from a Strategy
2.6.2. Strategic Positioning
2.6.3. Strategy in Companies

2.7. Strategy Models and Patterns
2.7.1. Conceptual Framework
2.7.2. Strategic Models
2.7.3. Strategic Patterns: The Five P's of Strategy

2.8. Competitive Strategy
2.8.1. The Competitive Advantage
2.8.2. Choosing a Competitive Strategy
2.8.3. Strategies Based on the Strategic Clock Model
2.8.4. Types of Strategies According to the Industrial Sector Life Cycle

2.9. Strategic Management
2.9.1. The Concept of Strategy
2.9.2. The Process of Strategic Management
2.9.3. Approaches in Strategic Management

2.10. Strategy Implementation
2.10.1. Indicator Systems and Process Approach
2.10.2. Strategic Map
2.10.3. Strategic Alignment

2.11. Executive Management
2.11.1. Conceptual Framework of Executive Management
2.11.2. Executive Management The Role of the Board of Directors and Corporate Management Tools

2.12. Strategic Communication
2.12.1 Interpersonal Communication
2.12.2 Communication Skills and Influence
2.12.3. Internal Communication
2.12.4 Barriers for Business Communication

Module 3. People and Talent Management

3.1. Organizational Behavior
3.1.1. Organizational Behavior Conceptual Framework
3.1.2. Main Factors of Organizational Behavior

3.2. People in Organizations
3.2.1. Quality of Work Life and Psychological Well-Being
3.2.2. Work Teams and Meeting Management
3.2.3. Coaching and Team Management
3.2.4. Managing Equality and Diversity

3.3. Strategic People Management
3.3.1. Strategic Human Resources Management
3.3.2. Strategic People Management

3.4. Evolution of Resources. An Integrated Vision
3.4.1. The Importance of HR
3.4.2. A New Environment for People Management and Leadership
3.4.3. Strategic HR Management

3.5. Selection, Group Dynamics and HR Recruitment
3.5.1. Approach to Recruitment and Selection
3.5.2. Recruitment.
3.5.3. The Selection Process

3.6. Human Resources Management by Competencies
3.6.1. Analysis of the Potential
3.6.2. Remuneration Policy
3.6.3. Career/Succession Planning

3.7. Performance Evaluation and Compliance Management
3.7.1. Performance Management
3.7.2. Performance Management: Objectives and Process

3.8. Management of Training
3.8.1. Learning Theories
3.8.2. Talent Detection and Retention
3.8.3. Gamification and Talent Management
3.8.4. Training and Professional Obsolescence

3.9. Talent Management
3.9.1. Keys for Positive Management
3.9.2. Conceptual Origin of Talent and its Implication in the Company
3.9.3. Map of Talent in the Organization
3.9.4. Cost and Added Value

3.10. Innovation in Talent and People Management
3.10.1. Strategic Talent Management Models
3.10.2. Identification, Training and Development of Talent
3.10.3. Loyalty and Retention
3.10.4. Proactivity and Innovation

3.11. Motivation
3.11.1. The Nature of Motivation
3.11.2. Expectations Theory
3.11.3. Needs Theory
3.11.4. Motivation and Financial Compensation

3.12. Employer Branding
3.12.1. Employer Branding in HR
3.12.2. Personal Branding for HR Professionals

3.13. Developing High Performance Teams
3.13.1. High Performance Teams: Self-Managed Teams
3.13.2. Methodologies for the Management of High Performance Self-Managed Teams

3.14. Management Skills Development
3.14.1. What are Manager Competencies?
3.14.2. Elements of Competencies
3.14.3. Knowledge
3.14.4. Management Skills
3.14.5. Attitudes and Values in Managers
3.14.6. Managerial Skills

3.15. Time Management
3.15.1. Benefits
3.15.2. What Can be the Causes of Poor Time Management?
3.15.3. Time
3.15.4. Time Illusions
3.15.5. Attention and Memory
3.15.6. State of Mind
3.15.7. Time Management
3.15.8. Being Proactive
3.15.9. Be Clear About the Objective
3.15.10. Order
3.15.11. Planning

3.16. Change Management
3.16.1. Change Management
3.16.2. Type of Change Management Processes
3.16.3. Stages or Phases in the Change Management Process

3.17. Negotiation and Conflict Management
3.17.1. Negotiation
3.17.2. Conflicts Management
3.17.3. Crisis Management

3.18. Executive Communication
3.18.1. Internal and External Communication in the Corporate Environment
3.18.2. Communication Departments
3.18.3. The Person in Charge of Communication of the Company. The Profile of the Dircom

3.19. Human Resources Management and PRL Teams
3.19.1. Management of Human Resources and Teams
3.19.2. Prevention of Occupational Risks

3.20. Productivity, Attraction, Retention and Activation of Talent
3.20.1. Productivity
3.20.2. Talent Attraction and Retention Levers

3.21. Monetary Compensation Vs. Non-Cash
3.21.1. Monetary Compensation Vs. Non-Cash
3.21.2. Wage Band Models
3.21.3. Non-Cash Compensation Models
3.21.4. Working Model
3.21.5. Corporate Community
3.21.6. Company Image
3.21.7. Emotional Salary

3.22. Innovation in Talent and People Management II
3.22.1. Innovation in Organizations
3.22.2. New Challenges in the Human Resources Department
3.22.3. Innovation Management
3.22.4. Tools for Innovation

3.23. Knowledge and Talent Management
3.23.1. Knowledge and Talent Management
3.23.2. Knowledge Management Implementation

3.24. Transforming Human Resources in the Digital Era
3.24.1. The Socioeconomic Context
3.24.2. New Forms of Corporate Organization
3.24.3. New Methodologies

Module 4. Economic and Financial Management

4.1. Economic Environment
4.1.1. Macroeconomic Environment and the National Financial System
4.1.2. Financial Institutions
4.1.3. Financial Markets
4.1.4. Financial Assets
4.1.5. Other Financial Sector Entities

4.2. Company Financing
4.2.1. Sources of Financing
4.2.2. Types of Financing Costs

4.3. Executive Accounting
4.3.1. Basic Concepts
4.3.2. The Company's Assets
4.3.3. The Company's Liabilities
4.3.4. The Company's Net Worth
4.3.5. The Income Statement

4.4. From General Accounting to Cost Accounting
4.4.1. Elements of Cost Calculation
4.4.2. Expenses in General Accounting and Cost Accounting
4.4.3. Costs Classification

4.5. Information Systems and Business Intelligence
4.5.1. Fundamentals and Classification
4.5.2. Cost Allocation Phases and Methods
4.5.3. Choice of Cost Center and Impact

4.6. Budget and Management Control
4.6.1. The Budget Model
4.6.2. The Capital Budget
4.6.3. The Operating Budget
4.6.5. Treasury Budget
4.6.6. Budget Monitoring

4.7. Treasury Management
4.7.1. Accounting Working Capital and Necessary Working Capital
4.7.2. Calculation of Operating Requirements of Funds
4.7.3. Credit Management

4.8. Corporate Tax Responsibility
4.8.1. Basic Tax Concepts
4.8.2. Corporate Income Tax
4.8.3. Value Added Tax
4.8.4. Other Taxes Related to Commercial with the Mercantile Activity
4.8.5. The Company as a Facilitator of the Work of the of the State

4.9. Systems of Control of Enterprises
4.9.1. Analysis of Financial Statements
4.9.2. The Company's Balance Sheet
4.9.3. The Profit and Loss Statement
4.9.4. The Statement of Cash Flows
4.9.5. Ratio Analysis

4.10. Financial Management
4.10.1. The Company's Financial Decisions
4.10.2. Financial Department
4.10.3. Cash Surpluses
4.10.4. Risks Associated with Financial Management
4.10.5. Financial Administration Risk Management

4.11. Financial Planning
4.11.1. Definition of Financial Planning
4.11.2. Actions to be Taken in Financial Planning
4.11.3. Creation and Establishment of the Business Strategy
4.11.4. The Cash Flow Table
4.11.5. The Working Capital Table

4.12. Corporate Financial Strategy
4.12.1. Corporate Strategy and Sources of Financing
4.12.2. Financial Products for Corporate Financing

4.13. Macroeconomic Context
4.13.1. Macroeconomic Context
4.13.2. Relevant Economic Indicators
4.13.3. Mechanisms for Monitoring of Macroeconomic Magnitudes
4.13.4. Economic Cycles

4.14. Strategic Financing
4.14.1. Self-Financing
4.14.2. Increase in Equity
4.14.3. Hybrid Resources
4.14.4. Financing Through Intermediaries

4.15. Money and Capital Markets
4.15.1. The Money Market
4.15.2. The Fixed Income Market
4.15.3. The Equity Market
4.15.4. The Foreign Exchange Market
4.15.5. The Derivatives Market

4.16. Financial Analysis and Planning
4.16.1. Analysis of the Balance Sheet
4.16.2. Analysis of the Income Statement
4.16.3. Profitability Analysis

4.17. Analysis and Resolution of Cases/Problems
4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

Module 5. Operations and Logistics Management

5.1. Operations Direction and Management
5.1.1. The Role of Operations
5.1.2. The Impact of Operations on the Management of Companies.
5.1.3. Introduction to Operations Strategy
5.1.4. Operations Management

5.2. Industrial Organization and Logistics
5.2.1. Industrial Organization Department
5.2.2. Logistics Department

5.3. Structure and Types of Production (MTS, MTO, ATO, ETO, etc)
5.3.1. Production System
5.3.2. Production Strategy
5.3.3. Inventory Management System
5.3.4. Production Indicators

5.4. Structure and Types of Procurement
5.4.1. Function of Procurement
5.4.2. Procurement Management
5.4.3. Types of Purchases
5.4.4. Efficient Purchasing Management of a Company
5.4.5. Stages of the Purchase Decision Process

5.5. Economic Control of Purchasing
5.5.1. Economic Influence of Purchases
5.5.2. Cost Centers
5.5.3. Budget
5.5.4. Budgeting vs. Actual Expenditure
5.5.5. Budgetary Control Tools

5.6. Warehouse Operations Control
5.6.1. Inventory Control
5.6.2. Location Systems
5.6.3. Stock Management Techniques
5.6.4. Storage Systems

5.7. Strategic Purchasing Management
5.7.1. Business Strategy
5.7.2. Strategic Planning
5.7.3. Purchasing Strategies

5.8. Typologies of the Supply Chain (SCM)
5.8.1. Supply Chain
5.8.2. Benefits of Supply Chain Management
5.8.3. Logistical Management in the Supply Chain

5.9. Supply Chain Management
5.9.1. The Concept of Management of the Supply Chain (SCM)
5.9.2. Supply Chain Costs and Efficiency
5.9.3. Demand Patterns
5.9.4. Operations Strategy and Change

5.10. Interactions Between the SCM and All Other Departments
5.10.1. Interaction of the Supply Chain
5.10.2. Interaction of the Supply Chain. Integration by Parts
5.10.3. Supply Chain Integration Problems
5.10.4. Supply Chain

5.11. Logistics Costs
5.11.1. Logistics Costs
5.11.2. Problems with Logistics Costs
5.11.3. Optimizing Logistic Costs

5.12. Profitability and Efficiency of Logistics Chains: KPIS
5.12.1. Logistics Chain
5.12.2. Profitability and Efficiency of the Logistics Chain
5.12.3. Indicators of Profitability and Efficiency of the Supply Chain

5.13. Process Management
5.13.1. Process Management
5.13.2. Process-Based Approach: Process Mapping
5.13.3. Improvements in Process Management

5.14. Distribution and Transportation and Logistics
5.14.1. Distribution in the Supply Chain
5.14.2. Transportation Logistics
5.14.3. Geographic Information Systems as a Support to Logistics

5.15. Logistics and Customers
5.15.1. Demand Analysis
5.15.2. Demand and Sales Forecast
5.15.3. Sales and Operations Planning
5.15.4. Participatory Planning, Forecasting and and Replenishment Planning (CPFR)

5.16. International Logistics
5.16.1. Export and Import Processes
5.16.2. Customs
5.16.3. Methods and Means of International Payment
5.16.4. International Logistics Platforms

5.17. Outsourcing of Operations
5.17.1. Operations Management and Outsourcing
5.17.2. Outsourcing Implementation in Logistics Environments

5.18. Competitiveness in Operations
5.18.1. Operations Management
5.18.2. Operational Competitiveness
5.18.3. Operations Strategy and Competitive Advantages

5.19. Quality Management
5.19.1. Internal and External Customers
5.19.2. Quality Costs
5.19.3. Ongoing Improvement and the Deming Philosophy

Module 6. Information Systems Management

6.1. Technological Environment
6.1.1. Technology and Globalization
6.1.2. Economic Environment and Technology
6.1.3. Technological Environment and its Impact on Companies

6.2. Information Systems and Technologies in the Enterprise
6.2.1. The Evolution of the IT Model
6.2.2. Organization and IT Departments
6.2.3. Information Technology and Economic Environment

6.3. Corporate Strategy and Technology Strategy
6.3.1. Creating Value for Customers and Shareholders
6.3.2. Strategic IS/IT Decisions
6.3.3. Corporate Strategy vs Technological and Digital Strategy

6.4. Information Systems Management
6.4.1. Corporate Governance of Technology and Information Systems
6.4.2. Management of Information Systems in Companies
6.4.3. Expert Managers in Information Systems: Roles and Functions

6.5. Information Technology Strategic Planning
6.5.1. Information Systems and Corporate Strategy
6.5.2. Strategic Planning of Information Systems
6.5.3. Phases of Information Systems Strategic Planning

6.6. Information Systems for Decision-Making
6.6.1. Business Intelligence
6.6.2. Data Warehouse
6.6.3. BSC or Balanced Scorecard

6.7. Exploring the Information
6.7.1. SQL: Relational Databases.Basic Concepts
6.7.2. Networks and Communications
6.7.3. Operational System: Standardized Data Models
6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards.
6. 7.5. Strategic DB Analysis and Report Composition

6.8. Enterprise Business Intelligence
6.8.1. The World of Data
6.8.2. Relevant Concepts.
6.8.3. Main Characteristics
6.8.4. Solutions in Today's Market
6.8.5. Overall Architecture of a BI Solution
6.8.6. Cybersecurity in BI and Data Science

6.9. New Business Concept
6.9.1. Why BI
6.9.2. Obtaining Information
6.9.3. BI in the Different Departments of the Company
6.9.4. Reasons to Invest in BI

6.10. BI Tools and Solutions
6.10.1. How to Choose the Best Tool?
6.10.2. Microsoft Power BI, MicroStrategy and Tableau
6.10.3. SAP BI, SAS BI and Qlikview
6.10.4. Prometheus

6.11. BI Project Planning and Management
6.11.1. First Steps to Define a BI Project
6.11.2. BI Solution for the Company
6.11.3. Requirements and Objectives

6.12. Corporate Management Applications
6.12.1. Information Systems and Corporate Management
6.12.2. Applications for Corporate Management
6.12.3. Enterprise Resource Planning or ERP Systems

6.13. Digital Transformation
6.13.1. Conceptual Framework of Digital Transformation
6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
6.13.3. Digital Transformation in Companies

6.14. Technology and Trends
6.14.1. Main Trends in the Field of Technology that are Changing Business Models
6.14.2. Analysis of the Main Emerging Technologies

6.15. IT Outsourcing
6.15.1. Conceptual Framework of Outsourcing
6.15.2. IT Outsourcing and its Impact on the Business
6.15.3. Keys to Implement Corporate IT Outsourcing Projects

Module 7. Commercial Management, Strategic Marketing and Corporate Communication

7.1. Commercial Management
7.1.1. Conceptual Framework of Commercial Management
7.1.2. Business Strategy and Planning
7.1.3. The Role of Sales Managers

7.2. Marketing
7.2.1. The Concept of Marketing
7.2.2. Basic Elements of Marketing
7.2.3. Marketing Activities of the Company

7.3. Strategic Marketing Management
7.3.1. The Concept of Strategic Marketing
7.3.2. Concept of Strategic Marketing Planning
7.3.3. Stages in the Process of Strategic Marketing Planning

7.4. Digital Marketing and E-Commerce
7.4.1. Digital Marketing and E-Commerce Objectives
7.4.2. Digital Marketing and Media Used
7.4.3. E-Commerce General Context
7.4.4. Categories of E-Commerce
7.4.5. Advantages and Disadvantages of E-commerce Versus Traditional Commerce

7.5. Managing Digital Business
7.5.1. Competitive Strategy in the Face of the Growing Digitalization of the Media
7.5.2. Design and Creation of a Digital Marketing Plan
7.5.3. ROI Analysis in a Digital Marketing Plan

7.6. Digital Marketing to Reinforce the Brand
7.6.1. Online Strategies to Improve Your Brand's Reputation
7.6.2. Branded Content and Storytelling

7.7. Digital Marketing Strategy
7.7.1. Defining the Digital Marketing Strategy
7.7.2. Digital Marketing Strategy Tools

7.8. Digital Marketing to Attract and Retain Customers
7.8.1. Loyalty and Engagement Strategies Through the Internet
7.8.2. Visitor Relationship Management
7.8.3. Hypersegmentation

7.9. Managing Digital Campaigns
7.9.1. What is a Digital Advertising Campaign?
7.9.2. Steps to Launch an Online Marketing Campaign
7.9.3. Mistakes in Digital Advertising Campaigns

7.10. Online Marketing Plan
7.10.1. What is an Online Marketing Plan?
7.10.2. Steps to Create an Online Marketing Plan
7.10.3. Advantages of Having an Online Marketing Plan

7.11. Blended Marketing
7.11.1. What is Blended Marketing?
7.11.2. Differences Between Online and Offline Marketing
7.11.3. Aspects to be Taken into Account in the Blended Marketing Strategy
7.11.4. Characteristics of a Blended Marketing Strategy
7.11.5. Recommendations in Blended Marketing
7.11.6. Benefits of Blended Marketing

7.12. Sales Strategy
7.12.1. Sales Strategy
7.12.2. Sales Methods

7.13. Corporate Communication
7.13.1. Concept
7.13.2. The Importance of Communication in the Organization
7.13.3. Type of Communication in the Organization
7.13.4. Functions of Communication in the Organization
7.13.5. Components of Communication
7.13.6. Communication Problems
7.13.7. Communication Scenarios

7.14. Corporate Communication Strategy
7.14.1. Motivational Programs, Social Action, Participation and Training with HR
7.14.2. Internal Communication Tools and Supports
7.14.3. Internal Communication Plan

7.15. Digital Communication and Reputation
7.15.1. Online Reputation
7.15.2. How to Measure Digital Reputation?
7.15.3. Online Reputation Tools
7.15.4. Online Reputation Report
7.15.5. Online Branding

Module 8. Market Research, Advertising and Commercial Management

8.1. Market Research
8.1.1. Marketing Research: Historical Origin
8.1.2. Analysis and Evolution of the Conceptual Framework of Marketing Research
8.1.3. Key Elements and Value Contribution of Market Research

8.2. Quantitative Research Methods and Techniques
8.2.1. Sample Size
8.2.2. Sampling
8.2.3. Types of Quantitative Techniques

8.3. Qualitative Research Methods and Techniques
8.3.1. Types of Qualitative Research
8.3.2. Qualitative Research Techniques

8.4. Market Segmentation
8.4.1. Market Segmentation Concept
8.4.2. Utility and Segmentation Requirements
8.4.3. Consumer Market Segmentation
8.4.4. Industrial Market Segmentation
8.4.5. Segmentation Strategies
8.4.6. Segmentation Based on Marketing - Mix Criteria
8.4.7. Market Segmentation Methodology

8.5. Research Project Management
8.5.1. Market Research as a Process
8.5.2. Planning Stages in Market Research
8.5.3. Stages of Market Research Implementation
8.5.4. Managing a Research Project

8.6. International Market Research
8.6.1. International Market Research
8.6.2. International Market Research Process
8.6.3. The Importance of Secondary Sources in International Market Research

8.7. Feasibility Studies
8.7.1. Concept and Usefulness
8.7.2. Outline of a Feasibility Study
8.7.3. Development of a Feasibility Study

8.8. Publicity
8.8.1. Historical Background of Advertising
8.8.2. Conceptual Framework of Advertising; Principles, Concept of Briefing and Positioning
8.8.3. Advertising Agencies, Media Agencies and Advertising Professionals
8.8.4. Importance of Advertising in Business
8.8.5. Advertising Trends and Challenges

8.9. Developing the Marketing Plan
8.9.1. Marketing Plan Concept
8.9.2. Situation Analysis and Diagnosis
8.9.3. Strategic Marketing Decisions
8.9.4. Operational Marketing Decisions

8.10. Promotion and Merchandising Strategies
8.10.1. Integrated Marketing Communication
8.10.2. Advertising Communication Plan
8.10.3. Merchandising as a Communication Technique

8.11. Media Planning
8.11.1. Origin and Evolution of Media Planning
8.11.2. Media
8.11.3. Media Plan

8.12. Fundamentals of Commercial Management
8.12.1. The Role of Commercial Management
8.12.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
8.12.3. Commercial Planning Systems of the Company
8.12.4. Main Competitive Strategies

8.13. Commercial Negotiation
8.13.1. Commercial Negotiation
8.13.2. Psychological Issues in Negotiation
8.13.3. Main Negotiation Methods
8.13.4. The Negotiation Process

8.14. Decision-Making in Commercial Management
8.14.1. Commercial Strategy and Competitive Strategy
8.14.2. Decision Making Models
8.14.3. Decision-Making Analytics and Tools
8.14.4. Human Behavior in Decision Making

8.15. Leadership and Management of the Sales Network
8.15.1. Sales Management. Sales Management
8.15.2. Networks Serving Commercial Activity
8.15.3. Salesperson Recruitment and Training Policies
8.15.4. Remuneration Systems for Own and External Commercial Networks
8.15.5. Management of the Commercial Process. Control and Assistance to the Work of the Sales Representatives Based on the Information

8.16. Implementing the Commercial Function
8.16.1. Recruitment of Own Sales Representatives and Sales Agents
8.16.2. Controlling Commercial Activity
8.16.3. The Code of Ethics of Sales Personnel
8.16.4. Compliance with Legislation
8.16.5. Generally Accepted Standards of Business Conduct

8.17. Key Account Management
8.17.1. Concept of Key Account Management
8.17.2. The Key Account Manager
8.17.3. Key Account Management Strategy

8.18. Financial and Budgetary Management
8.18.1. The Break-Even Point
8.18.2. The Sales Budget. Control of Management and of the Annual Sales Plan
8.18.3. Financial Impact of Strategic Sales Decisions
8.18.4. Cycle Management, Turnover, Profitability and Liquidity
8.18.5. Income Statement

Module 9. Innovation and Project Management

9.1. Innovation
9.1.1. Introduction to Innovation
9.1.2. Innovation in the Entrepreneurial Ecosystem
9.1.3. Instruments and Tools for the Business Innovation Process

9.2. Innovation Strategy
9.2.1. Strategic Intelligence and Innovation
9.2.2. Innovation from Strategy

9.3. Project Management for Startups
9.3.1. Startup Concept
9.3.2. Lean Startup Philosophy
9.3.3. Stages of Startup Development
9.3.4. The Role of a Project Manager in a Startup

9.4. Business Model Design and Validation
9.4.1. Conceptual Framework of a Business Model
9.4.2. Business Model Design and Validation

9.5. Project Management
9.5.1. Project Management: Identification of Opportunities to Develop Corporate Innovation Projects
9.5.2. Main stages or Phases in the Direction and Management of Innovation Projects

9.6. Project Change Management: Training Management
9.6.1. Concept of Change Management
9.6.2. The Change Management Process
9.6.3. Change Implementation

9.7. Project Communication Management
9.7.1. Project Communications Management
9.7.2. Key Concepts for Project Communications Management
9.7.3. Emerging Trends
9.7.4. Adaptations to Equipment
9.7.5. Planning Communications Management
9.7.6. Manage Communications
9.7.7. Monitoring Communications

9.8. Traditional and Innovative Methodologies
9.8.1. Innovative Methodologies
9.8.2. Basic Principles of Scrum
9.8.3. Differences between the Main Aspects of Scrum and Traditional Methodologies

9.9. Creation of a Startup
9.9.1. Creation of a Startup
9.9.2. Organization and Culture
9.9.3. Top Ten Reasons Why Startups Fail
9.9.4. Legal Aspects

9.10. Project Risk Management Planning
9.10.1. Risk Planning
9.10.2. Elements for Creating a Risk Management Plan
9.10.3. Tools for Creating a Risk Management Plan
9.10.4. Content of the Risk Management Plan

Module 10. Executive Management

10.1. General Management
10.1.1. The Concept of General Management
10.1.2. The General Manager's Action
10.1.3. The CEO and Their Responsibilities
10.1.4. Transforming the Work of Management

10.2. Manager Functions: Organizational Culture and Approaches
10.2.1. Manager Functions: Organizational Culture and Approaches

10.3. Operations Management
10.3.1. The Importance of Management
10.3.2. Value Chain
10.3.3. Quality Management

10.4. Public Speaking and Spokesperson Education
10.4.1. Interpersonal Communication
10.4.2. Communication Skills and Influence
10.4.3. Communication Barriers

10.5. Personal and Organizational Communications Tools
10.5.1. Interpersonal Communication
10.5.2. Interpersonal Communication Tools
10.5.3. Communication in the Organization
10.5.4. Tools in the Organization

10.6. Communication in Crisis Situations
10.6.1. Crisis
10.6.2. Phases of the Crisis
10.6.3. Messages: Contents and Moments

10.7. Preparation of a Crisis Plan
10.7.1. Analysis of Possible Problems
10.7.2. Planning
10.7.3. Adequacy of Personnel

10.8. Emotional Intelligence
10.8.1. Emotional Intelligence and Communication
10.8.2. Assertiveness, Empathy, and Active Listening
10.8.3. Self-Esteem and Emotional Communication

10.9. Personal Branding
10.9.1. Strategies to Develop Personal Branding
10.9.2. Personal Branding Laws
10.9.3. Tools for Creating Personal Brands

10.10. Leadership and Team Management
10.10.1. Leadership and Leadership Styles
10.10.2. Leader Capabilities and Challenges
10.10.3. Managing Change Processes
10.10.4. Managing Multicultural Teams

Module 11. Lean Manufacturing Principles and Context

11.1. Lean Manufacturing
11.1.1. Lean Manufacturing Origin
11.1.2. Principles of Lean Manufacturing
11.1.3. Benefits of the Lean Manufacturing Methodology

11.2. Toyota Production System (TPS). The Production Philosophy in the Toyota Factory
11.2.1. Toyota Production System (TPS)
11.2.2. Key Principles of the TPS
11.2.3. The Pillars of TPS

11.3. Precursors of Lean Manufacturing
11.3.1. Kiichiro Toyoda, Taiichi Ohno and Shigeo Shingo
11.3.2. Edward Deming
11.3.3. James Womack, Daniel Jones and Michael George

11.4. Lean Concept and Its Application in Production
11.4.1. Value Identification and Value Stream Mapping
11.4.2. Creation of Continuous Flow and Establishment of Pull Production
11.4.3. Pursuit of Perfection

11.5. Lean Manufacturing and Total Quality Management
11.5.1. Lean Manufacturing and Total Quality Management
11.5.2. Commonalities between Lean Manufacturing and Total Quality Management
11.5.3. Differences between Lean Manufacturing and Total Quality Management

11.6. Lean Manufacturing and 6 Sigma
11.6.1. Lean Manufacturing and 6 Sigma
11.6.2. Commonalities between Lean Manufacturing and 6 Sigma
11.6.3. Differences between Lean Manufacturing and 6 Sigma

11.7. Lean Manufacturing and Process Re-Engineering
11.7.1. Lean Manufacturing and Process Re-Engineering
11.7.2. Commonalities between Lean Manufacturing and Process Re-Engineering
11.7.3. Differences between Lean Manufacturing and Process Re-Engineering

11.8. Lean Manufacturing and Theory of Constraints (TOC)
11.8.1. Lean Manufacturing and Theory of Constraints (TOC)
11.8.2. Commonalities between Lean Manufacturing and Theory of Constraints (TOC)
11.8.3. Differences between Lean Manufacturing and Theory of Constraints (TOC)

11.9. Lean Manufacturing. Integration with Industry 4.0
11.9.1. Evolution of Lean Manufacturing in the Industry 4.0 Era
11.9.2. Integration of Lean Manufacturing into Industry 4.0
11.9.3. Future of Lean Manufacturing in the Industry 4.0 Era

11.10. Applications of the Lean Philosophy in Other Areas: Lean Logistics, Lean Office, Lean Service.
11.10.1. Lean Logistics, Lean Office, Lean Service. Applications
11.10.2. Applications in Lean Logistics
11.10.3. Applications in Lean Office
11.10.4. Lean Service

Module 12. Value and Waste (Muda): Identification and Elimination of Non-Value Adding Activities

12.1. Concept of "Value" from the Customer's Perspective
12.1.1. Customer Needs Satisfaction
12.1.2. Perceived Value vs. Tangible Value
12.1.3. Value/ Price Ratio

12.2. Quality Function Deployment
12.2.1. Quality Function Deployment. Concept and Definition
12.2.2. Techniques for the Identification of Customer Needs
12.2.3. Deployment of Quality

12.3. Mura in Lean Manufacturing
12.3.1. Variability in Demand
12.3.2. Variability in Production
12.3.3. Variability in Supply

12.4. Muri in Lean Manufacturing
12.4.1. Equipment Overload
12.4.2. People Overload
12.4.3. System Overload

12.5. Mudas Related to Manufacturing
12.5.1. Overproduction
12.5.2. Types and Causes of Overproduction
12.5.3. Unnecessary Processing

12.6. Mudas Related to Quality
12.6.1. Quality Defects for Rework or Discard
12.6.2. Causes of Quality Defects
12.6.3. Discard vs. Rework

12.7. Mudas Related to Transportation
12.7.1. Unnecessary Transportation
12.7.2. Causes of Waiting Times
12.7.3. Strategies to Avoid/Minimize Waiting Times

12.8. Mudas Related to Excess Inventory
12.8.1. Excess Inventories of PM
12.8.2. Excess Inventory in Process
12.8.3. Excess Inventories of Finished Product

12.9. Mudas Related to Waiting Time/ Downtime
12.9.1. Types of Waiting Times
12.9.2. Causes of Waiting Times
12.9.3. Strategies to Avoid/Minimize Waiting Times

12.10. New Mudas Defined
12.10.1. Lack of Staff Training
12.10.2. Poor Use of Personnel's Skills and Abilities
12.10.3. Resources Dedicated to Non-Strategic or Priority Processes

Module 13. Value Stream Mapping: Analysis and Mapping of the Flow of Materials, Information and Activities in a Process. Flow Optimization

13.1. Value Stream Maps. Value Stream Mapping (VSM)
13.1.1. Value Stream
13.1.2. The Value Stream Map
13.1.3. Selection of a Product Family

13.2. Connection, Strategy and Tactics with the VSM
13.2.1. The Quality Cost Delivery (QCD). The Customer is in Charge
13.2.2. The Hoshin Kanri, from Vision to Tactics
13.2.3. Visual Management as a Mechanism to Prioritize and Align

13.3. Value Stream Mapping in the Current State
13.3.1. Layout of a Value Stream Map
13.3.2. Symbols Used in the Value Stream Map Design
13.3.3. Data Collection

13.4. Timing of a Value Stream Map VSM
13.4.1. Takt Time, the Pace Set by the Customer
13.4.2. Cycle Time
13.4.3. Lead Time, the Time Required End-to-End

13.5. The Lean Value Chain
13.5.1. Problem of Overproduction
13.5.2. Characteristics of a Lean Value Chain
13.5.3. Creation of Continuous Flow to Create Lean Processes

13.6. Value Stream Mapping in Future State
13.6.1. Layout of a Value Stream Map
13.6.2. Symbols Used for Future Design
13.6.3. From the Future Map to the Work Plan

13.7. Value Chain Planning and Improvement
13.7.1. Implementation Planning
13.7.2. Prioritization of Activities
13.7.3. Connecting the VSM to the Strategy

13.8. Value Supply Chain Management
13.8.1. Mapping the Current State of the Supply Chain
13.8.2. Symbols Used for Its Design
13.8.3. Design of the Future Supply Chain

13.9. Value Stream Project Management, the Lean Project
13.9.1. Peculiarities of a Project vs. a Process
13.9.2. The Value Stream of a Project
13.9.3. Analysis of the Current State and the Design of the Future

13.10. Yokoten
13.10.1. Yokoten. Fundamentals
13.10.2. The 3 Phases of Yokoten
13.10.3. Standard Solution Cycle

Module 14. Continuous Flow: Process Design for a Smooth and Continuous Workflow

14.1. Continuous Flow
14.1.1. The Creation of Flow in the Toyota Production System
14.1.2. The Fourteen Principles of the Toyota Way
14.1.3. Total Flow Management, the Union of Flow Creation and the Pull Flow System

14.2. Processes
14.2.1. Typology of Industrial Processes
14.2.2. Typology of Industrial Processes
14.2.3. Process Integration

14.3. Flows
14.3.1. The Different Types of Flows: Materials, Equipment, People and Information.
14.3.2. Job-Shop vs. Flow-Shop
14.3.3. Turbulent Flows vs. Linear Flows

14.4. Machines, Equipment and Lines
14.4.1. Hardware Reliability as an Essential Element for Flow Creation
14.4.2. Jidoka Philosophy as an Essential Element in Flow Creation
14.4.3. Monument Machine vs. Lean Machine

14.5. Materials
14.5.1. Traditional Plant Layout vs. Lean Plant Layout
14.5.2. PFEP (Plan-For-Each-Part)
14.5.3. Batch Production vs. Continuous Flow (One-Piece-Flow)

14.6. People
14.6.1. The Internal Customer, a Concept in a Lean Environment
14.6.2. The Role of a Lean Manager
14.6.3. The Role of a Lean Operator

14.7. Information
14.7.1. Enterprise Resource Planning (ERP) System
14.7.2. Specific Information Systems in the Industrial Environment
14.7.3. Dashboard, as an Element of the Daily Management System

14.8. Lean Flow System
14.8.1. Expulsion of Muda in the Production Process
14.8.2. The Autonomous Cell as a Lean Paradigm
14.8.3. Lean Support Tools: 5S, Visual Management, SMED

14.9. Application Examples of Flow Creation
14.9.1. Example of Implementation in the Automotive Sector
14.9.2. Example of Implementation in the Metallurgical Sector
14.9.3. Example of Use in the Food Industry

14.10. Flow Creation: Design, Implementation and Improvement of Production Processes. Practical Applications
14.10.1. Design for Flow Creation
14.10.2. Implementation of Continuous Flow
14.10.3. Improvement of Production Processes

Module 15. Pull System: Implementation of a Demand-Driven Production System to Control Production and Minimize Inventory

15.1. Pull System. Fundamentals
15.1.1. Pull Flow System: The Fourth Principle of Lean Thinking
15.1.2. Push vs. Pull Processes
15.1.3. Stability, Flexibility, Synchronization, Concentration

15.2. Demand
15.2.1. Types of Demand
15.2.2. Takt Time, Production Time, Lead Time
15.2.3. Contract Production + Logistics

15.3. Flows
15.3.1. End-to-End: From Suppliers to Customers
15.3.2. Logistics + Production Connection
15.3.3. Supply Routes

15.4. Machines, Equipment and Lines
15.4.1. Logistic Train
15.4.2. Containers
15.4.3. Shelving

15.5. Materials
15.5.1. Warehouses
15.5.2. Supermarkets
15.5.3. Line Edge

15.6. People
15.6.1. Pull Flow System Managers
15.6.2. Logistics and Production Operators
15.6.3. The "Mizusumashi" ("Water Spider")

15.7. Information
15.7.1. Heijunka (Leveling): Leveling Box + Logistics Box.
15.7.2. Kanban
15.7.3. Batch Conformer + Sequencer

15.8. Lean Pull Flow System
15.8.1. Balancing
15.8.2. In-Line sequencing
15.8.3. Lean Support Tools: VSM, OEE, Standard Work, One-point-lesson, Andon

15.9. Pull Flow System Application Examples
15.9.1. Example of Implementation in the Automotive Sector
15.9.2. Example of Implementation in the Metallurgical Sector
15.9.3. Example of Use in the Food Industry

15.10. Pull System: Design, Implementation and Improvement in Production Processes. Practical Applications
15.10.1. Design of a Pull System
15.10.2. Implementation of the Pull Flow System
15.10.3. Improvement of Information in Production Processes

Module 16. *LEAN* Quality Management

16.1. Quality Management in Lean Manufacturing
16.1.1. Quality Defined as Customer Satisfaction
16.1.2. Production Quality: Regularity and Conformity
16.1.3. Quality Specifications and Costs

16.2. Measurement of Quality: Quality Indicators
16.2.1. Definition of Key Indicators
16.2.2. Construction of Indicators
16.2.3. Examples of a Quality Scorecard

16.3. Quality Systems and Lean Quality Vision
16.3.1. Quality Systems and Standards
16.3.2. Compatibility of ISO-TS with Lean Manufacturing
16.3.3. Compatibility of EFQM and Lean Manufacturing

16.4. Concept of "Genchi Genbutsu" (Gemba) and Quality Management. Relevance
16.4.1. Concept of "Genchi Genbutsu" (Gemba).
16.4.2. Application of the Concept in Practice. Example in the Automotive Sector
16.4.3. Application of the Concept in Practice. Example of the Capital Goods Sector

16.5. Standardization and Simplification in Quality Management using Standard Work
16.5.1. Standard Work. Concept and Benefits
16.5.2. Application of Standard Work in Industry
16.5.3. Example of the Application of Standard Work in a Process

16.6. The Jidoka Philosophy for the Early Detection of Quality Problems
16.6.1. Detection of Quality Problems at the Source
16.6.2. Stopping the Production Line
16.6.3. Examples of Application of the Jidoka Philosophy in Industry

16.7. Andon as a Tool in Quality Management
16.7.1. Definition, Origin and Benefits of Andon
16.7.2. Types of Andon and Examples
16.7.3. Andon System Implementation

16.8. Poka-Yoke. Quality Technique
16.8.1. Poka-Yoke. Types and Causes of Errors that Avoid
16.8.2. Poka-Yoke Design Process
16.8.3. Examples of Poka-Yoke

16.9. Visual Management
16.9.1. Process Visualization
16.9.2. Visual Signaling
16.9.3. Visual Records

16.10. Lean and IOT Quality Management and Blockchain
16.10.1. Benefits of Combining IoT and Quality Management in Lean
16.10.1.1. Sensorization for Process Monitoring
16.10.1.2. Real-Time Traceability Systems and Data Analysis for Quality Management
16.10.2. Benefits of Combining Lean and Blockchain in Quality Management
16.10.2.1. Application of Smart Contracts for Quality Assurance and Regulatory Compliance
16.10.2.2. Design and Implementation of a Secure and Scalable Blockchain Infrastructure to Manage Quality

Module 17. Continuous Improvement, Kaizen

17.1. Continuous Improvement and Kaizen in Lean Manufacturing
17.1.1. Continuous Improvement and Kaizen.
17.1.2. The PDCA/ PDCA Cycle. Comparison of Problem Solving Methods
17.1.3. Encouraging the Participation of the Whole Organization in Kaizen

17.2. Implementation of the PDCA/PDSA Cycle
17.2.1. Plan
17.2.2. Do
17.2.3. Check/Study
17.2.4. Act
17.2.5. Application Examples

17.3. Implementation of 6M to Identify Improvement Opportunities
17.3.1. Method Analysis
17.3.2. Machine Analysis
17.3.3. Materials Analysis
17.3.4. Measurement System Analysis
17.3.5. External Environment Analysis
17.3.6. Analysis of Problems Generated by People?

17.4. Statistical Methods of Process Control
17.4.1. Process Control and Statistical Methods in Process Control
17.4.2. Statistics for Process Control
17.4.3. Common Statistical Methods in Process Control

17.5. Cause Analysis: Tools
17.5.1. Ishikawa Diagram
17.5.2. 5 Whys
17.5.3. Other Techniques for the Analysis of Cause

17.6. Application of the 5 S in Continuous Improvement
17.6.1. Seiri (Classification): Elimination of Unnecessary Elements
17.6.2. Seiton (Order): Organization of the Workplace
17.6.3. Seiso (Cleanliness): Maintenance of a Clean and Orderly Work Environment
17.6.4. Seiketsu (Standardization): Establishment of Standards and Procedures
17.6.5. Shitsuke (Discipline): Maintenance of Standards and Continuous Improvement

17.7. Continuous Improvement and IoT
17.7.1. Real-Time Data Collection for Process Analysis
17.7.2. Process Automation to Reduce Variability and Improve Quality
17.7.3. Efficiency Improvement and Cost Reduction through Remote Process Monitoring

17.8. Sustaining the Kaizen Culture in the Long-Term
17.8.1. Long-Term Commitment of Top Management
17.8.2. Integration of Kaizen as Part of the Company Culture and Not as an Add-On/Accessory
17.8.3. Measuring Results and Long-Term Incentives for Improvements, Adapting Them to the Organizational Context

17.9. Practical Examples of Continuous Improvement in Different Industries
17.9.1. Example in the Automotive Sector
17.9.2. Example in the Food and Industry
17.9.3. Example in the Construction Supplier Industry

17.10. Future Trends in Continuous Improvement
17.10.1. Development of Digital Tools and Platforms for Continuous Improvement
17.10.2. Incorporation of New Project Management Approaches: User-Centered Design and Evidence-Based Development
17.10.3. Incorporation of Emotional Intelligence in Continuing Improvement

Module 18. Evolution of Production Organization in a Lean System

18.1. Production Organization in a Lean System
18.1.1. Production Organization. Key Concepts
18.1.2. Structure and Organization of the Company
18.1.3. Production Systems and Work Organization

18.2. Organizational Differences between a Traditional and a Lean Production System
18.2.1. Types of Organizational Structures
18.2.2. Organizational Differences between a Traditional and a Lean System
18.2.3. Organizational Advantages of the Lean System

18.3. Concept of Work Cells and Their Impact on Efficiency and Continuous Improvement
18.3.1. Advantages of Work Cells
18.3.2. Structure/Types of Work Cells
18.3.3. Management Routines "Work Cells" to Impact Efficiency and Continual Improvement

18.4. Implementation of "Continuous Improvement Teams" (Kaizen Teams) to Ensure a Focus on Continuous Improvement and Problem Solving
18.4.1. Incorporation of the Kaizen Teams Concept into the Organization
18.4.2. Activities and Methodology
18.4.3. Roles and Responsibilities of Kaizen Teams

18.5. Importance of "Autonomy and Responsibility" in the Evolution towards a Lean System and the Improvement of Efficiency and Quality
18.5.1. Self-Managed and Agile Teams as a Key in the Evolution of the Organization
18.5.2. The Development of People as an Added Value to the Lean Organization
18.5.3. Structure to Lead "Autonomy and Responsibility" towards a Lean System

18.6. Use of Standard Work to Standardize Processes and Promote Continual Improvement
18.6.1. Standard Work. Key Elements
18.6.2. Benefits of Standard Work as an Object of Continuous Improvement
18.6.3. Implementation of Standard Work in Organizations

18.7. Systems for the Promotion of Polyvalence and Training in Lean Organizations: The Polyvalence Matrix
18.7.1. Systems for the Promotion of Polyvalence and Training in Lean Organizations: The Polyvalence Matrix
18.7.2. Advantages of a Polyvalence System
18.7.3. Implementation of the Polyvalence Promotion System

18.8. Evolution of the Production Organization through the Elimination of Waste and Continuous Improvement
18.8.1. Analysis of Non-Value Adding Activities as a Basic Lean Practice
18.8.2. Strategy for Waste Elimination/Reduction
18.8.3. Implementation of a Model for the Elimination/Reduction of Waste

18.9. Implementation of Work Cells and Continuous Improvement Groups in Different Industries. Practical Examples
18.9.1. Implementation of Work Cells in the Automotive Sector
18.9.2. Implementation of Work Cells in the Textile Sector
18.9.3. Implementation of Work Cells in the Food Sector

18.10. Importance of the Evolution of the Production Organization towards a Lean System
18.10.1. Main Aspects in the Evolution towards a Lean System
18.10.2. Improvement of the Productivity and the Organization of Production
18.10.3. Utility of the Lean System for the Evolution of Production Organization

Module 19. TPM (Total Productive Maintenance), OEE (Overall Equipment Effectiveness)

19.1. TPM Total Productive Maintenance
19.1.1. TPM Total Productive Maintenance. Fundamentals
19.1.2. Emergence, Objectives and Benefits
19.1.3. TPM Pillars

19.2. OEE Machine Efficiency Improvement: Troubleshooting and Problem Identification Techniques.
19.2.1. Identification of Efficiency Problems
19.2.2. Troubleshooting Efficiency Problems
19.2.3. Monitoring Machine Efficiency

19.3. Techniques for Reducing Downtime in the Production Process, Maintenance Planning and Scheduling
19.3.1. Production and Maintenance Planning
19.3.2. Autonomous Maintenance
19.3.3. SMED

19.4. Equipment Maintenance and Purchasing Management. Decision Criteria
19.4.1. Technical Requirements and Specifications
19.4.2. Costs and Investment
19.4.3. Supplier Evaluation: Criteria

19.5. Preventative Maintenance. Prevention of Equipment Failures
19.5.1. Installation of Equipment: Maintainability Criteria
19.5.2. Preventative Maintenance
19.5.3. Example of a Preventative Maintenance Plan in the Railway Sector

19.6. Predictive Maintenance: Prediction of Equipment Failures
19.6.1. Predictive Maintenance
19.6.2. Sensorization of Equipment
19.6.3. Developing Algorithms with AI

19.7. Techniques for Improving Safety in the Production Process, Identifying and Eliminating Hazards in the Workplace
19.7.1. Identification of Hazards in the Workplace
19.7.2. Risk Assessment and Protective Measures
19.7.3. Emergency Planning

19.8. Guidelines for the Implementation of TPM in the Organization, Planning, Training and Implementation of Maintenance Systems
19.8.1. The 14 Steps for TPM Implementation
19.8.2. Implementation Planning
19.8.3. TPM Training and Maintenance

19.9. Improving Energy Efficiency: How to Optimize Energy Usage and Reduce Costs through TPM Implementation
19.9.1. Energy Efficiency of Equipment
19.9.2. Measuring Consumption and Efficiency
19.9.3. Identification and Elimination of Energy Losses and Improvement

19.10. Examples of TPM Implementation
19.10.1. Example of Application in the Railway Sector
19.10.2. Examples in the Pharmaceutical Sector
19.10.3. Example of Application in the Metallurgical Sector

Module 20. Lean Implementation: Strategies and Best Practices for Successful Implementation of Lean Manufacturing in an Organization

20.1. Lean Implementation. Project Start
20.1.1. Vision and Reasons for Change
20.1.2. Definition of the Action Framework and Objectives
20.1.3. Selection of the Initial Project Team
20.1.4. Definition of the Project Charter

20.2. Analysis of the Processes of the Current State of Company: Evaluation and Identification of Areas for Improvement and Opportunities when Implementing the Lean Philosophy
20.2.1. Identifying Key Processes
20.2.2. Analysis of the Current State of the Organization and Processes
20.2.3. Current Technical/Cultural Analysis and Main Management Systems

20.3. Selection of a Multidisciplinary Work Team to Lead the Lean Philosophy Implementation Project in the Company
20.3.1. Identification of the Necessary Skills and Competencies
20.3.2. Selection of People
20.3.3. Formation of the Kaizen Teams

20.4. Definition and Establishment of Clear and Measurable Objectives for the Implementation of the Lean Philosophy in the Company
20.4.1. Definition of Indicators
20.4.2. Measurement of Indicators
20.4.3. Definition of the Goals to be Achieved at Different Horizons

20.5. Planning and Development of the Project to Implement the Lean Philosophy in the Company. Allocation of Resources and Execution Deadlines
20.5.1. Scope Definition
20.5.2. Definition of the Actions to be Developed and the Resources Required
20.5.3. Definition of the Schedule

20.6. Formation of the Work Team: Training in Lean Methodology for the Selected Work Team and Other Employees of the Company
20.6.1. Assessment of the Knowledge/Capabilities of the Implementation Team
20.6.2. Design of the Training Plan
20.6.3. Development of the Training Plan

20.7. Selection of the Pilots to be Developed at the Start
20.7.1. Criteria for Selection of Pilot Scopes
20.7.2. Criteria for Selection of the People to be Involved who do not belong to the Promoting Team
20.7.3. Initial Evaluation before Starting the Pilots

20.8. Development and Implementation of Pilots and Quick Wins
20.8.1. Development of a Detailed Plan to Implement Lean in Selected Pilot Processes
20.8.2. Implementation of Quick Wins. Identification and Execution of Quick Wins: Improvements to be Implemented in the Short Term in the Pilot Processes
20.8.3. Continuous Monitoring and Adjustment of Pilots to Measure Results and Make Necessary Adjustments

20.9. Establishment of Global Performance Indicators: Definition of Indicators and Key Performance Indicators (KPIs) to Measure the Success of the Lean Philosophy Implementation
20.9.1. Definition of SMART Objectives in the Medium and Long Term
20.9.2. Definition of Key Performance Indicators (KPIs) to be Followed
20.9.3. Monitoring and Reporting of Progress

20.10. Development of the Plan to Extend the Lean Philosophy to the Rest of the Organization
20.10.1. Identification of the Areas of Extension: Criteria
20.10.2. Establishment of the Extension Plan: Pacing and Resources
20.10.3. Project Implementation, Follow-up and Communication

You will hone your leadership and teamwork skills, to lead and motivate multidisciplinary teams towards achieving organizational objectives"

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

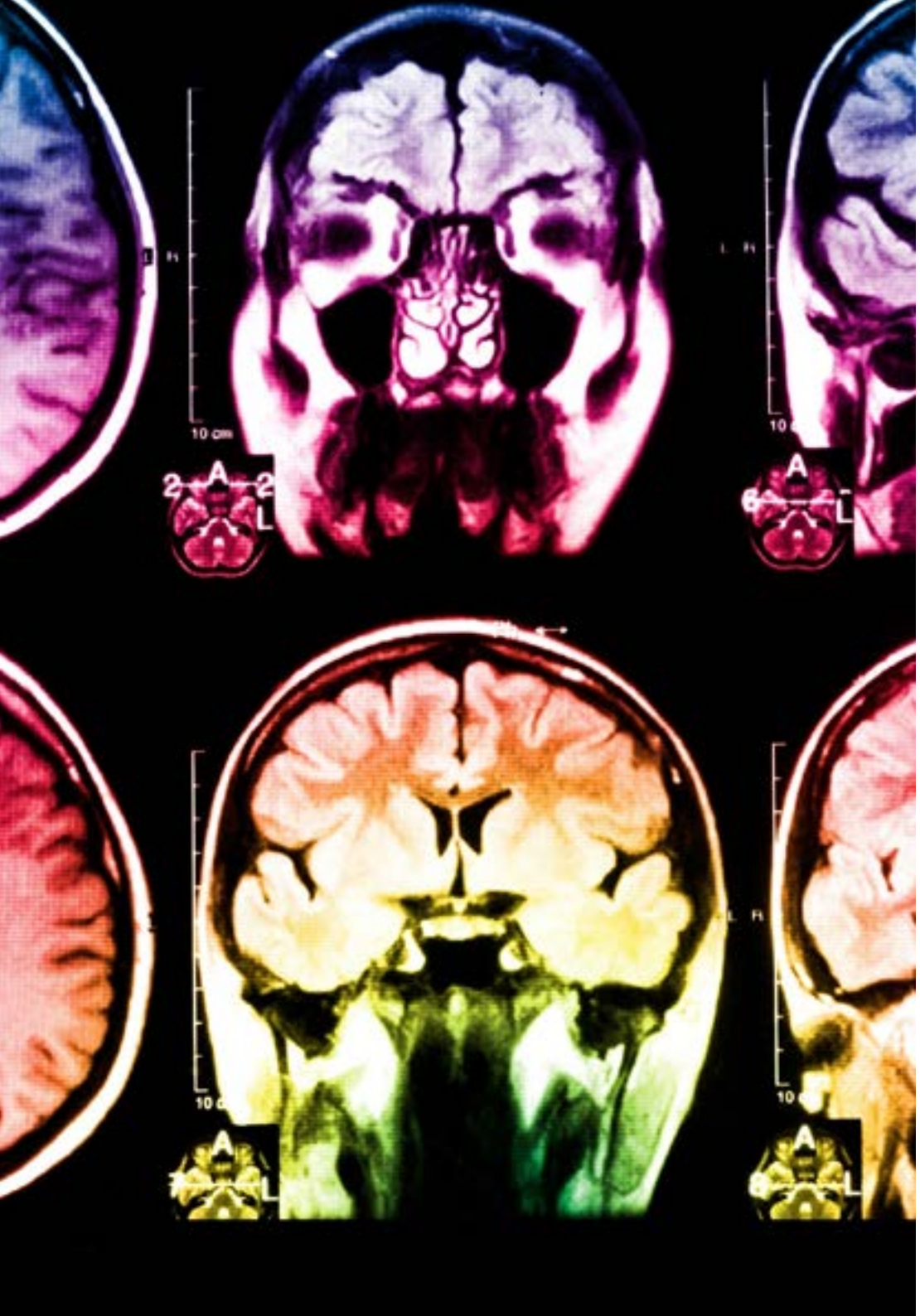
TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

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.

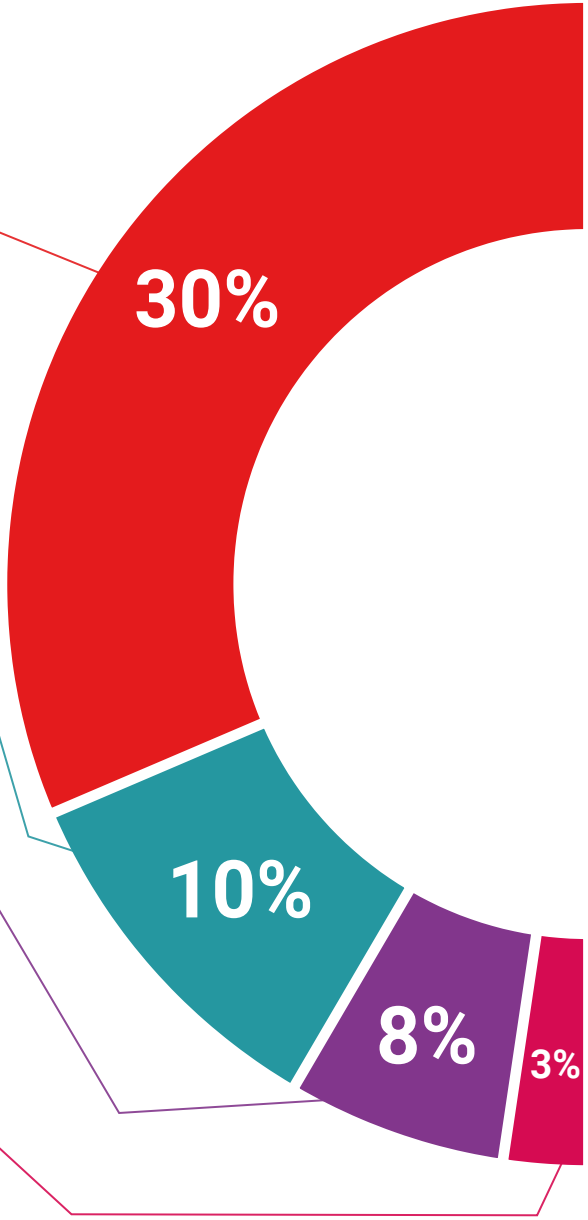
Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.

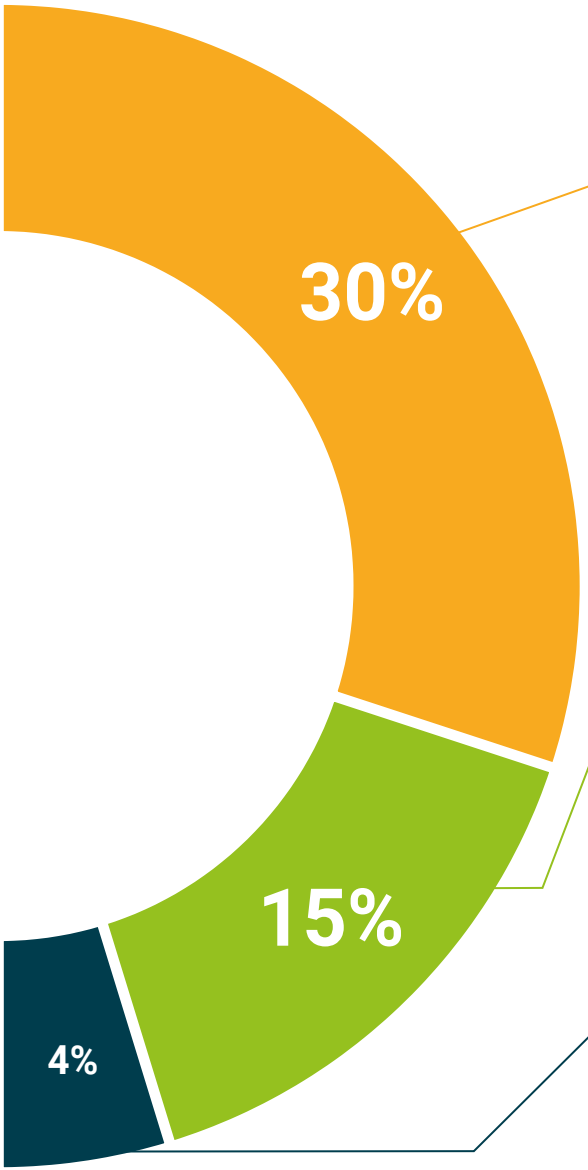
Management Skills Exercises

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

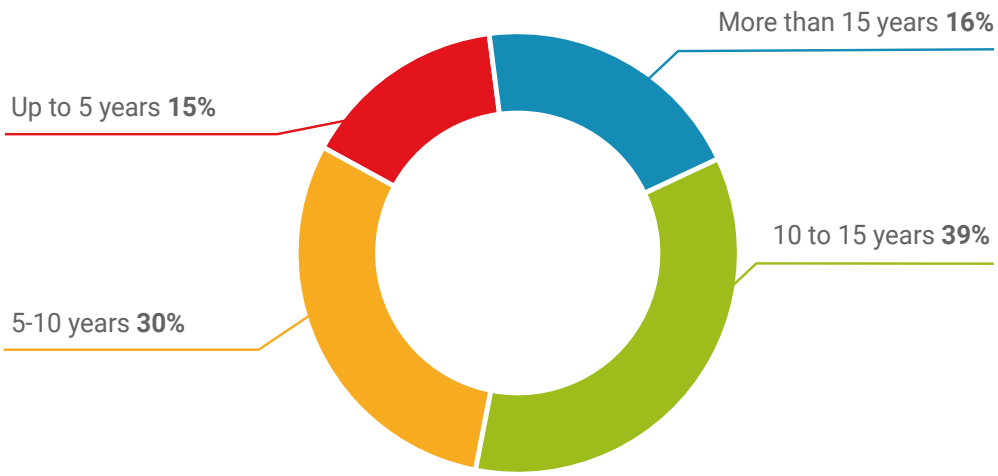
TECH students are passionate and results-oriented professionals, with solid academic training and work experience in areas related to operations management, production or engineering. In addition, they have a deep interest in understanding production processes and developing management skills to optimize them and ensure their efficiency. They also value innovation and continuous improvement, constantly seeking new ways to boost the performance and competitiveness of the companies for which they work.

This program is aimed at people interested in improving their employability and who aspire to lead multidisciplinary teams and add value to their organizations"

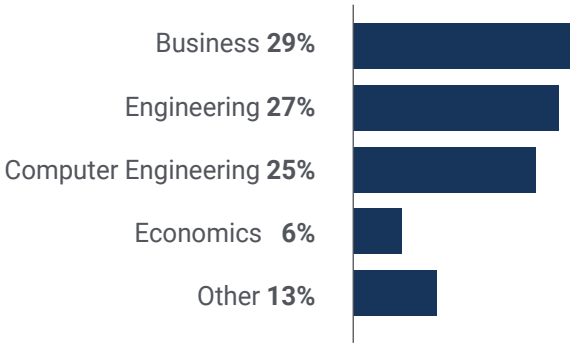
Average Age

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

Years of Experience

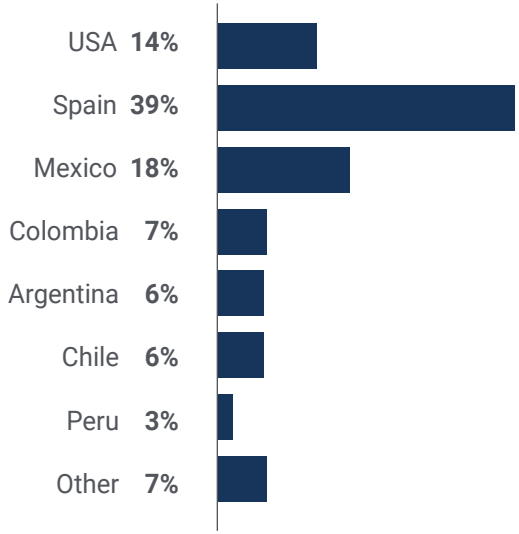


Training



Academic Profile

Geographical Distribution



Laura Rodríguez

Production Manager

"What a journey this Advanced Master's Degree has turned out to be! I have honed my supply chain skills, mastering efficient production strategies without a hitch, something I have found most useful in my current position. But the best of all, without a doubt, has been connecting with passionate professionals and inspiring mentors, who have broadened my vision and pushed me to reach new goals. I'm excited to apply everything I've learned in the real world and continue to grow in my career!"

09

Course Management

The faculty is composed of qualified professionals with extensive experience in production and operations management. Coming from diverse industries and sectors, these mentors combine solid theoretical knowledge with extensive practical experience, enabling them to provide relevant and up-to-date instruction to students. In fact, their commitment to educational excellence is reflected in their student-centered approach, encouraging discussion, critical reflection and collaborative learning.

The best teachers are at the best university! These mentors will be instrumental in training you as a business leader, capable of facing the world of production with success and strategic vision"

International Guest Director

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

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

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of **Human Resources** professionals and contributing to the onboarding of numerous employees at different companies. After earning her bachelor's degree in **Organizational Communication** from the University of Miami, she is now a graduate of the University of Miami.

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

Ms. Dove, Jennifer

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

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

International Guest Director

A technology leader with decades of experience in **major technology multinationals**, Rick Gauthier has developed prominently in the field of **clouds**services **and** end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees.

He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at **Amazon** has allowed him to manage and integrate the company's IT services in the United States. At **Microsoft** he has led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

This experience has allowed him to stand out as a high-impact manager with remarkable abilities to increase efficiency, productivity and overall customer satisfaction.

Mr. Gauthier, Rick

- Regional IT Director at Amazon, Seattle, USA
- Senior Program Manager at Amazon
- Vice President of Wimmer Solutions
- Senior Director of Productive Engineering Services at Microsoft
- Degree in Cybersecurity from Western Governors University
- Technical Certificate in Commercial Diving from Divers Institute of Technology
- B.S. in Environmental Studies from The Evergreen State College

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

International Guest Director

Romi Arman is a renowned international expert with more than two decades of experience in **Digital Transformation**, **Marketing, Strategy** and **Consulting**. Through that extended trajectory, he has taken different risks and is a permanent **advocate** for **innovation** and **change** in the business environment. With that expertise, he has collaborated with CEOs and corporate organizations from all over the world, pushing them to move away from traditional business models. In this way, he has helped companies such as Shell Energy become **true market leaders,** focused on their **customers** and the **digital world.**

The strategies designed by Arman have a latent impact, as they have enabled several corporations **to improve the experiences of consumers, staff** and **shareholders** alike. The success of this expert is quantifiable through tangible metrics such as **CSAT**, **employee engagement** in the institutions where he has practiced and the growth of the **EBITDA financial indicator** in each of them.

Also, in his professional career, he has nurtured and **led high-performance teams** that have even received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: meeting **customers**' complex **decarbonization** demands **supporting** a "**cost-effective decarbonization**" and **overhauling** a fragmented **data**, **digital and technology landscape**. Thus, his efforts have shown that in order to achieve sustainable success, it is essential to start from the needs of consumers and lay the foundations for the transformation of processes, data, technology and culture.

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

Mr. Arman, Romi

- Digital Transformation Director (CDO) at Shell Energy Corporation, London, UK
- Global Director of E-Commerce and Customer Service at Shell Energy Corporation
- National Key Account Manager (OEM and automotive retailers) for Shell in Kuala Lumpur, Malaysia
- Senior Management Consultant (Financial Services Sector) for Accenture based in Singapore
- Graduate of the University of Leeds
- Graduate Diploma in Business Applications of AI for Senior Executives from London Business School
- CCXP Customer Experience Professional Certification
- IMD Executive Digital Transformation Course

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

International Guest Director

Manuel Arens is an **experienced data management professional** and leader of a highly qualified team. In fact, Arens holds the position of **global purchasing manager** in Google's Technical Infrastructure and Data Center division, where he has spent most of his professional career. Based in Mountain View, California, he has provided solutions for the tech giant's operational challenges, such as master **data integrity, vendor data updates** and vendor **prioritization** . He has led data center supply chain planning and vendor risk assessment, generating improvements in vendor risk assessment, resulting in process improvements and workflow management that have resulted in significant cost savings.

With more than a decade of work providing digital solutions and leadership for companies in diverse industries, he has extensive experience in all aspects of strategic solution delivery, including **marketing, media analytics, measurement** and **attribution.** In fact, he has received a number of accolades for his work, including the **BIM Leadership Award**, the **Search Leadership Award**, the **Lead Generation Export Program Award** and the **Export Lead Generation Program Award and the EMEA Best Sales Model Award.**

Arens also served as **Sales Manager** in Dublin, Ireland. In this role, he built a team of 4 to 14 members over three years and led the sales team to achieve results and collaborate well with each other and cross-functional teams. He also served as **Senior Industry Analyst,** Hamburg, Germany, creating storylines for over 150 clients using internal and third party tools to support analysis. He developed and wrote in-depth reports to demonstrate his mastery of the subject matter, including understanding the **macroeconomic and political/ regulatory factors** affecting technology adoption and diffusion.

He has also led teams at companies such as Eaton, Airbus and Siemens, where he gained valuable account management and supply chain experience. He is particularly noted for continually exceeding expectations by **building valuable customer relationships** and **working seamlessly with people at all levels of an organization**, including stakeholders, management, team members and customers. His data-driven approach and ability to develop innovative and scalable solutions to industry challenges have made him a prominent leader in his field.

Mr. Arens, Manuel

- Global Procurement Manager at Google, Mountain View, USA
- Senior Manager, B2B Analytics and Technology, Google, USA
- Sales Director - Google, Ireland
- Senior Industry Analyst at Google, Germany
- Accounts Manager - Google, Ireland
- Accounts Payable at Eaton, UK
- Supply Chain Manager at Airbus, Germany

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

International Guest Director

Andrea La Sala is an **experienced Marketing executive** whose projects have had a **significant impact** on the **Fashion environment**. Throughout his successful career he has developed different tasks related to **Products**, **Merchandising** and **Communication**. All of this linked to with prestigious brands such as **Giorgio Armani**, **Dolce&Gabbana**, **Calvin Klein**, among others.

The results of this **high-profile international executive** have been linked to his proven ability to **synthesize information** in clear frameworks and execute **concrete actions** aligned to **specific business objectives**. In addition, he is recognized for his **proactivity** and **adaptability to fast-paced** work rhythms. To all this, this expert adds a **strong commercial awareness,, market vision** and a **genuine passion** for **products**.

As **Global Brand and Merchandising Director** at **Giorgio Armani**, he has overseen a variety of **Marketing strategies** for **apparel** and **accesories**. His tactics have also focused on the **retail environment** and **consumer needs** and **behavior**. In this La Sala has also been responsible for shaping the commercialization of products in different markets, acting as **team leader** in the **Design**, **Communication** and **Sales departments**..

On the other hand, in companies such as **Calvin Klein** or **Gruppo Coin**, he has undertaken projects to boost the **structure**, and **development** of **different collections**. He has been in charge of creating **effective calendars** for buying and selling **campaings.** He has also been in charge of the **terms**, **costs**, **processes** and **delivery times** of different operations.

These experiences have made Andrea La Sala one of the main and most qualified **corporate leaders** in **Fashion** and **Luxury**. A high managerial capacity with which he has managed to effectively **implement the positive positioning** of **different brands** and redefine their key performance indicators (KPIs).

Mr. La Sala, Andrea

- Global Brand & Merchandising Director Armani Exchange at Giorgio Armani, Milan, Italy
- Merchandising Director at Calvin Klein
- Brand Manager at Gruppo Coin
- Brand Manager at Dolce&Gabbana
- Brand Manager at Sergio Tacchini S.p.A.
- Market Analyst at Fastweb
- Graduate of Business and Economics at Università degli Studi del Piemonte Orientale

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

International Guest Director

Mick Gram is synonymous with innovation and excellence in the field of **Business Intelligence** internationally. His successful career is linked to leadership positions in multinationals such as **Walmart** and **Red Bull.** Likewise, this expert stands out for his vision to **identify emerging technologies** that, in the long term, achieve an everlasting impact in the corporate environment.

On the other hand, the executive is considered a **pioneer** in the **use of data visualization techniques** that simplified complex sets, making them accessible and facilitating decision making. This ability became the pillar of his professional profile, transforming him into a desired asset for many organizations that bet on **gathering information** and **generating concrete actions** from them.

One of his most outstanding projects in recent years has been the **Walmart Data Cafe platform**, the largest of its kind in the world that is anchored in the **cloud** aimed at ***Big Data***analysis. In addition, he has held the position of **Director** of **Business Intelligence** at **Red Bull,** covering areas such as **Sales, Distribution, Marketing and Supply Chain Operations**. His team was recently recognized for its constant innovation regarding the use of Walmart Luminate's new API for Shopper and Channel insights.

As for his training, the executive has several Masters and postgraduate studies at prestigious centers such as the **University of Berkeley,**in the United States, and the **University of Copenhagen**, in Denmark. Through this continuous updating, the expert has attained cutting-edge competencies. Thus, he has come to be considered a **born leader** of the **new global economy**, centered on the drive for data and its infinite possibilities.

Mr. Gram, Mick

- Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- Business Intelligence Solutions Architect for Walmart Data Cafe
- Independent Business Intelligence and Data Science Consultant
- Director of Business Intelligence at Capgemini
- Senior Analyst at Nordea
- Senior Business Intelligence Consultant at SAS
- Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- Executive MBA in e-commerce at the University of Copenhagen
- B.Sc. and M.Sc. in Mathematics and Statistics at the University of Copenhagen

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

International Guest Director

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

This executive's leadership has been crucial in driving in **production strategies** in **paid media**, resulting in a **marked improvement** which has resulted in **company's conversion** rates. At the same time, he has assumed other roles, such as Director of Marketing Services and Traffic Manager at the same multinational during his former management.

Stevenson has also been involved in the global distribution of video games and **digital property campaigns**. He was also responsible for introducing operational strategies related to the formation, completion and delivery of sound and image content for **television commercials** and ***trailers***.

In addition, he holds a Bachelor's degree in Telecommunications from the University of Florida and a Master's Degree in Creative Writing from the University of California, which demonstrates his proficiency in **communication** and **storytelling.**. In addition, he has participated at Harvard University's School of Professional Development in cutting-edge programs on the use of **Artificial Intelligence** in **business.**. Therefore, his professional profile stands as one of the most relevant in the current field of **Marketing** and **Digital Media.**

Mr. Stevenson, Scott

- Director of Digital Marketing at Warner Bros. Discovery, Burbank, United States
- Traffic Manager at Warner Bros. Entertainment
- M.A. in Creative Writing from the University of California
- B.S. in Telecommunications from the University of Florida

Achieve your academic and career goals with the best qualified experts in the world! The faculty of this MBA will guide you through the entire learning process"

International Guest Director

Eric Nyquist, Ph.D., is a leading **international sports professional**who has built an impressive career, noted for his **strategic leadership** and ability to drive change and **innovation** in **world-class** sports organizations.

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

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

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

Mr. Nyquist, Eric

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

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

Management

Mr. Ledesma Carrillo, Carlos Atxoña

- Expert in international business and legal advice for companies
- Responsible for the International Area at Transporte Interurbanos de Tenerife S.A
- Legal Advisor at Transporte Interurbanos de Tenerife S.A
- Legal Manager at AvalonBiz Consulting Group SL
- Course trainer oriented to Data Protection
- PhD in Regional Development from the University of La Laguna
- Degree in Law from the University of La Laguna
- Diploma in Project Management from the Rey Juan Carlos University
- MBA in Business Administration and Management at the European University of the Canary Islands

Mr. Jover Miravitlles, Luis

- President and Founding Partner Grupo Quarck, S.L. Founding Partner
- Senior Partner at LOGIXS
- Vice President of €-Corp. S.L
- IQS Executive Education Director
- Associate Professor at IE Business School
- Coordinator of the Master's Degree in Integral Business Management at the Universidad Iberoamericana in Mexico City.
- Advisor to the employers' association Cecot
- Chemical Engineer at Instituto Químico de Sarria (IQS)
- Master's Degree in Business Administration MBA IESE
- Member of the Hispack organizing committee

Professors

Mr. Antoni Aguilar, Josep

- Founder and President of Actio Crealor Consulting
- Country Manager of Kaizen Institute
- Operations & SCM Consultant
- Production Manager at Magna International
- IQS Executive Education
- Professor at EUNCET Business School
- Graduate in Business Administration from the University of Lincoln

Mr. Pietro García, Sergio

- Consultant and Director. Lean & Agile. Operations & Strategy Management Consultant
- Operations and Restructuring Consultant at Adoria Consulting
- Process and Continuous Improvement Engineer at Kostal Eléctrica
- Lean Management Professor at LaSalle BCN
- Operations & Supply Chain professor at IQS Executive Education
- Associate Operations Consultant & Professor at Cambra de Comerç de Sabadell
- Degree in Industrial Engineering, specializing in business organization and management from the Polytechnic University of Catalonia

Mr. Gambarte Montiel, Rubén

- Industrial Consultant
- Consultant and Advisor in Industrial digital transformation at Bestplant
- Associate Consultant in Lean Management and Lean Six Sigma at BPR goup SRL, Actio Global, AYO Consulting
- Quality Assurance Manager
- Operations Manager and Lean Manager at Solfer Componenti SRL
- Graduate in Chemical Engineering from the University of Cantabria
- Master's Degree in Lean Supply Chain Management Operations Management by the Polytechnic University of Catalonia Foundation
- Master's Degree in Lean Six Sigma in Green Belt & Black Belt by Festo Academy

Mr. Vitriago Pérez, Gustavo

- Project Manager at Euroports
- Software Implementation Consultant at Software Tecnic Tecnocim
- Senior Consultant at ACTIO Consulting Group
- Lean Six Sigma Consultant
- Senior Consultant at Business Performance Consulting
- Continuous Improvement Specialist & Auditor at Esteban Ikeda/JC
- Bachelor of Naval Science Naval Administration and Logistics
- Master's Degree in Integral Logistics at Johnson Controls International
- Master in Automated Production and Robotics from the Polytechnic University of Catalonia
- Black Belt Certification Training - Six Sigma by Kanban University

Ms. Díaz Pizarro, Cristina

- Assistant Office Manager at Santander Bank
- Double Degree in Business Administration and Tourism Management
- MIFID II Certification in Financial Advice
- Specialist in Neuromarketing by INEAF Business School
- Expert in Digital Marketing by IAB Spain

Mr. Núñez Mejías, José María

- Editor-in-Chief and Scriptwriter of articles in Virtual Law
- Master's Degree in Law from University of Cáceres
- Law Degree from the University of Cáceres

Mr. González Peña, Alexis José

- Expert in finance and auditing
- Financial Department Director at CajaSiete Caja Rural
- Senior Internal Auditor at Bankia h
- Senior Internal Auditor at Caja Insular de Ahorros de Canarias
- Senior auditor experience at Deloitte
- Degree in Business Administration from the University of Las Palmas of Gran Canaria
- Master's Degree in Taxation and Tax Consultancy by the Financial Studies Center (Centro de Estudios Financieros)
- Executive Master's Degree in Financial Management and Advanced Finance from the Higher School of Banking Techniques and Practices
- Expert in Financial Planning and Management Control in Banking by Financial International Analysts
- Executive Development Expert in Portfolio Management by International Financial Analysts

Mr. Ribote García, Sergio

- Quality and Lean Manufacturing Specialist
- ISO 9001 Quality Technician at Smurfit Kappa
- Work Team Manager and Leadership by the Vision and Value School
- Master's Degree in Lean Manufacturing from the University of Burgos
- Master's Degree in Community Management from the National University of Distance Education
- Superior Technician in Telecommunications and Computer Systems by Centro San José Artesano

Mr. Galindo García, Carlos Agustín

- Consultant specialized in Occupational Risk Prevention and Lean Manufacturing
- QEHS Coordinator at ALGECO Construcciones Modulares S.L.U
- Head of 360º Services at ALGECO Construcciones Modulares S.L.U
- Master's Degree in Environment and Quality by Camilo José Cela University
- Master's Degree in Occupational Risk Prevention with a specialization in Hygiene from the University Business Foundation of the Region of Murcia
- Master's Degree in Occupational Risk Prevention, specializing in Safety and Ergonomics from the University Business Foundation of the Region of Murcia
- Degree in Pedagogy from the University of Murcia

Mr. Panaggio, Marcos Andrés

- Independent and Academic Operations Manager
- Operations Manager and Branch Manager at Transportes Malvinas
- Operations Manager at Supertrans
- Corporate Manager of Operational Excellence at InterCement - Camargo Corrêa
- Master's Degree in Education and Digital Pedagogical Development by the European Institute of Post-Graduation
- Master's Degree in Logistics and Supply Chain Management from the University of Barcelona
- Technical Financial and Stock Market Analyst Diploma from the National Technological University
- Diploma of the Leadership Development Program of the University of San Andrés
- Mechanical Engineer from the National University of Mar del Plata
- Master of Works from the National School of Technical Education

Mr. Moleiro Nava, Pablo

- Continuous Improvement Manager at Wallbox Chargers SL
- Director of the Alstom Lean Manufacturing Academy at Alstom Transport
- Consultant in Continuous Improvement and Management and Industrialization of projects
- Master's Degree in Telecommunications Engineering and Management from the Polytechnic School of Castelldefel

Mr. Corvillo Díaz, Rafael

- Lawyer at CORVILLO ABOGADOS, S.L.PDejar el espacio en blanco
- Creator of the tool Ius Pro-Health®
- Graduate in Law from the University of Extremadura
- Master's Degree in Health Law from CEU San Pablo University
- Civil and Mercantile Mediator by UEX

Mr. Pedrera Rosado, Alejandro

- Advisor specialized in Digital Transformation of Law
- Co-founder and Legal Director of Hesperian Wares LLC
- Partnerships Representative at Factorial
- Expert in Digitalization of Law
- Master's Degree in Access to the Legal Profession from the University of Extremadura
- Graduate in Law from the University of Extremadura

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

10

Impact on Your Career

This TECH program will be indispensable for all those business professionals who wish to turn their careers around. This specialization will provide them with a unique combination of technical and managerial skills, which are highly valued in today's job market. By gaining a thorough knowledge of production management, as well as skills in areas such as strategic planning, supply chain management, and continuous improvement, graduates, graduates will be better positioned to take on leadership roles in manufacturing and service companies.

You'll open up new career opportunities, including specialized consulting roles, manufacturing entrepreneurship and even nonprofit leadership"

Through case studies, you will assimilate the skills and knowledge necessary to meet the complex challenges of effective production management in today's business world.

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

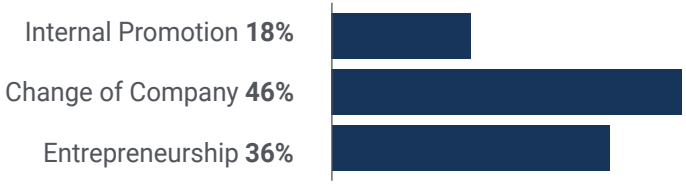
This Advanced Master's Degree MBA in Production Management from TECH Technological University is an intense program that prepares students to face challenges and business decisions globally. Its main objective is to promote personal and professional growth Helping students achieve success.

Therefore, those who wish to improve themselves, achieve a positive change at a professional level and interact with the best, will find their place at TECH.

This 100% online program will give you a competitive edge in the job market, as well as offering you a clear path to professional and personal growth.

Time of Change

Type of change



Salary increase

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

11

Benefits for Your Company

This training will provide professionals with the skills and knowledge to effectively lead production processes, which can result in significant improvement in operational efficiency, product quality and resource optimization. As such, they will be better prepared to identify and address specific production management challenges, as well as to implement innovative practices and continuous improvement strategies. In this sense, companies will benefit from having these graduates in their workforce, as they will be an invaluable asset to improve operational performance and achieve long-term growth goals.

You will be able to make informed strategic decisions and lead multidisciplinary teams, helping to drive the growth and competitiveness of any company"

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

01

Growth of talent and intellectual capital

The professional will introduce the company to new concepts, strategies, and perspectives that can bring about significant changes in the organization.

02

Retaining high-potential executives to avoid talent drain

This program strengthens the link between the company and the professional 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.

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

The professional can work on a real project or develop new projects in the field of R & D or business development of your company.

06

Increased competitiveness

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

12

Certificate

The MBA in Production Management guarantees students, in addition to the most rigorous and up-to-date education, access to an Advanced 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 **Advanced Master's Degree MBA in Production 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 Advanced Master's Degree diploma issued by **TECH Technological University** via tracked delivery*.

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

Title: **Advanced Master's Degree MBA in Production Management**

Modality: **online**

Duration: **2 years**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Mr./Ms. _____, with identification number _____.

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ADVANCED MASTER'S DEGREE

in

MBA in Production Management

This is a qualification awarded by this University, equivalent to 3,000 hours, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

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

June 17, 2020

Tere Guevara Navarro
Dean

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Advanced Master's Degree in MBA in Production Management

General Structure of the Syllabus

Year	Subject	hours	Type
1º	Leadership, Ethics and Social Responsibility in Companies	150	CO
1º	Strategic Managementand Executive Management	150	CO
1º	People and Talent Management	150	CO
1º	Economic and Financial Management	150	CO
1º	Operations and Logistics Management	150	CO
1º	Information Systems Management	150	CO
1º	Commercial Management, Strategic Marketing and Corporate Communications	150	CO
1º	Market Research, Advertising and Commercial Management	150	CO
1º	Innovation and Project Management	150	CO
1º	Executive Management	150	CO
2º	Lean Manufacturing Principles and Context	150	CO
2º	Value and Waste (Muda): Identification and Elimination of Non-Value Adding Activities	150	CO
2º	Value Stream Mapping: Analysis and Mapping of the Flow of Materials, Information and Activities in a Process. Flow Optimization	150	CO
2º	Continuous Flow: Process Design for a Smooth and Continuous Workflow.	150	CO
2º	Pull System: Implementing a Demand-Pull Production System to Control Production and Minimize Inventory	150	CO
2º	LEAN Quality Management	150	CO
2º	Continuous Improvement, Kaizen.	150	CO
2º	Evolution of Production Organization in a Lean System	150	CO
2º	TPM (Total Productive Maintenance),OEE (Overall Equipment Effectiveness)	150	CO
2º	Lean Implementation: Strategies and Best Practices for Successful Implementation of Lean Manufacturing in an Organization	150	CO

Tere Guevara Navarro
Dean

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

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Advanced Master's Degree
MBA in Production Management

- Modality: **online**
- Duration: **2 years**
- Certificate: **TECH Technological University**
- Schedule: **at your own pace**
- Exams: **online**

Advanced Master's Degree

MBA in Production Management

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