

Advanced Master's Degree

Senior Communication Management



Advanced Master's Degree Senior Communication Management

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

Website: www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-communication-management

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01

Introduction to the Program

In today's business environment, characterized by rapid technological evolution and intense global competition, Senior Communication Management has become a fundamental pillar for organizational success. In fact, the ability to effectively manage the communication processes of organizations not only strengthens the identity of brands, but also facilitates their adaptation to dynamic market changes. In view of this, professionals need to incorporate the most modern communication strategies into their daily practices to guarantee the operational efficiency and sustainability of companies in the long term. For this reason, TECH has created a pioneering online university program focused on the latest trends in Senior Communication Management.





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Through this 100% online program, you will design communication strategies that are aligned with organizational objectives and strengthen the company's image”

Senior Communication Management plays a crucial role in building and maintaining an organization's identity. In a globalized and information-saturated environment, companies must accurately manage their messages and communication channels to ensure a competitive advantage. Therefore, specialists have the responsibility to manage the most cutting-edge strategies to transform communication challenges into opportunities, strengthening the relationship with the public and ensuring the alignment of communication with organizational objectives.

With this idea in mind, TECH has launched a revolutionary program in Senior Communication Management. Designed by leaders in this field, the curriculum will analyze issues ranging from the fundamentals of management and project management to the most sophisticated marketing strategies to optimize the visibility of organizations. In this way, graduates will be able to successfully manage the key areas of organizational communication, developing comprehensive strategies that strengthen the image and reputation of the company at all levels. In addition, they will be prepared to lead multidisciplinary teams, coordinate high-impact communication projects and apply advanced technologies to improve interaction with target audiences.

In addition, The academic program is based on the innovative Relearning method. This educational delivery system focuses on reiterating key principles to ensure a complete understanding of the content. The only thing students will require is a device with an Internet connection to access the Virtual Campus, where they will find a library full of multimedia resources with which they will strengthen their learning process in a dynamic way. In addition, it includes innovative Masterclasses given by a renowned International Guest Director.

This **Advanced Master's Degree in Senior Communication Management** contains the most complete and up-to-date educational program on the market. Its most notable features are:

- ♦ The development of practical cases presented by experts in Senior Communication Management
- ♦ The graphic, schematic, and practical contents with which they are created, provide scientific and practical information on the disciplines that are essential for professional practice
- ♦ Practical exercises where the self-assessment process can be carried out to improve learning
- ♦ Its special emphasis on innovative methodologies in business practice
- ♦ Theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ♦ Content that is accessible from any fixed or portable device with an Internet connection



A prestigious International Guest Director will give exclusive Masterclasses to delve into the latest advances in Senior Communication Management”

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You will build positive images of brands, managing their public perception through a coherent strategic Communication”

It includes in its teaching staff professionals belonging to the field of Senior Communication Management, who pour into this program the experience of their work, as well as recognized specialists from leading companies and prestigious universities.

The multimedia content, developed with the latest educational technology, will provide the professional with situated and contextual learning, i.e., a simulated environment that will provide an immersive learning experience designed to prepare for real-life situations.

This program is designed around Problem-Based Learning, whereby the student must try to solve the different professional practice situations that arise throughout the program. For this purpose, the professional will be assisted by an innovative interactive video system created by renowned and experienced experts.

Thanks to the Relearning method, you will be able to consolidate the key concepts offered by this university education.

You will stand out for your ability to motivate work teams, managing human and material resources efficiently.



02

Why Study at TECH?

TECH is the world's largest online university. With an impressive catalog of more than 14,000 university programs, available in 11 languages, it is positioned as a leader in employability, with a 99% job placement rate. In addition, it has a huge faculty of more than 6,000 professors of the highest international prestige.



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Study at the largest online university in the world and ensure your professional success. The future begins at TECH”

The world's best online university, according to FORBES

The prestigious Forbes magazine, specialized in business and finance, has highlighted TECH as "the best online university in the world" This is what they have recently stated in an article in their digital edition in which they echo the success story of this institution, "thanks to the academic offer it provides, the selection of its teaching staff, and an innovative learning method oriented to form the professionals of the future"

Forbes
Mejor universidad
online del mundo

Plan
de estudios
más completo

The most complete syllabuses on the university scene

TECH offers the most complete syllabuses on the university scene, with programs that cover fundamental concepts and, at the same time, the main scientific advances in their specific scientific areas. In addition, these programs are continuously updated to guarantee students the academic vanguard and the most demanded professional skills. and the most in-demand professional competencies. In this way, the university's qualifications provide its graduates with a significant advantage to propel their careers to success.

The best top international faculty

TECH's faculty is made up of more than 6,000 professors of the highest international prestige. Professors, researchers and top executives of multinational companies, including Isaiah Covington, performance coach of the Boston Celtics; Magda Romanska, principal investigator at Harvard MetaLAB; Ignacio Wistumba, chairman of the department of translational molecular pathology at MD Anderson Cancer Center; and D.W. Pine, creative director of TIME magazine, among others.

Profesorado
TOP
Internacional

La metodología
más eficaz

A unique learning method

TECH is the first university to use Relearning in all its programs. This is the best online learning methodology, accredited with international teaching quality certifications, provided by prestigious educational agencies. In addition, this innovative academic model is complemented by the "Case Method", thereby configuring a unique online teaching strategy. Innovative teaching resources are also implemented, including detailed videos, infographics and interactive summaries.

The world's largest online university

TECH is the world's largest online university. We are the largest educational institution, with the best and widest digital educational catalog, one hundred percent online and covering most areas of knowledge. We offer the largest selection of our own degrees and accredited online undergraduate and postgraduate degrees. In total, more than 14,000 university programs, in eleven different languages, making us the largest educational institution in the world.

nº1
Mundial
Mayor universidad
online del mundo

The official online university of the NBA

TECH is the official online university of the NBA. Thanks to our agreement with the biggest league in basketball, we offer our students exclusive university programs, as well as a wide variety of educational resources focused on the business of the league and other areas of the sports industry. Each program is made up of a uniquely designed syllabus and features exceptional guest hosts: professionals with a distinguished sports background who will offer their expertise on the most relevant topics.

Leaders in employability

TECH has become the leading university in employability. Ninety-nine percent of its students obtain jobs in the academic field they have studied within one year of completing any of the university's programs. A similar number achieve immediate career enhancement. All this thanks to a study methodology that bases its effectiveness on the acquisition of practical skills, which are absolutely necessary for professional development.



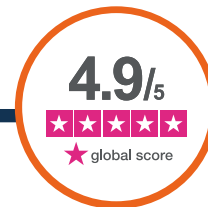
Google Premier Partner

The American technology giant has awarded TECH the Google Premier Partner badge. This award, which is only available to 3% of the world's companies, highlights the efficient, flexible and tailored experience that this university provides to students. The recognition not only accredits the maximum rigor, performance and investment in TECH's digital infrastructures, but also places this university as one of the world's leading technology companies.



The official online university of the NBA

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The top-rated university by its students

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



Leaders in employability

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03 Syllabus

This comprehensive program will provide professionals with a solid understanding of senior management in communication. The academic itinerary will delve into issues ranging from economic-financial management or commercial management to the fundamentals of executive management. Likewise, the syllabus will delve into the most sophisticated techniques to create impactful advertising campaigns that connect with the public's mind and build long-term brand loyalty.



“

You will generate innovative solutions that differentiate companies in the market and capture the attention of consumers”

Module 1. Leadership, Ethics and Social Responsibility in Companies

- 1.1. Globalization and Governance
 - 1.1.1. Governance and Corporate Governance
 - 1.1.2. The Fundamentals of Corporate Governance in Companies
 - 1.1.3. The Role of the Board of Directors in the Corporate Governance Framework
- 1.2. Leadership
 - 1.2.1. Leadership. A Conceptual Approach
 - 1.2.2. Leadership in Companies
 - 1.2.3. The Importance of Leaders in Business Management
- 1.3. *Cross-Cultural Management*
 - 1.3.1. Cross-Cultural Management Concept
 - 1.3.2. Contributions to Knowledge of National Cultures
 - 1.3.3. Diversity Management
- 1.4. Management and Leadership Development
 - 1.4.1. Concept of Management Development
 - 1.4.2. Concept of Leadership
 - 1.4.3. Leadership Theories
 - 1.4.4. Leadership Styles
 - 1.4.5. Intelligence in Leadership
 - 1.4.6. The Challenges of Today's Leader
- 1.5. Business Ethics
 - 1.5.1. Ethics and Morals
 - 1.5.2. Business Ethics
 - 1.5.3. Leadership and Ethics in Companies
- 1.6. Sustainability
 - 1.6.1. Sustainability and Sustainable Development
 - 1.6.2. The 2030 Agenda
 - 1.6.3. Sustainable Companies
- 1.7. Corporate Social Responsibility
 - 1.7.1. International Dimensions of Corporate Social Responsibility
 - 1.7.2. Implementing Corporate Social Responsibility
 - 1.7.3. The Impact and Measurement of Corporate Social Responsibility

- 1.8. Responsible Management Systems and Tools
 - 1.8.1. CSR: Corporate Social Responsibility
 - 1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
 - 1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
 - 1.8.4. Tools and Standards of Corporate Social Responsibility
- 1.9. Multinationals and Human Rights
 - 1.9.1. Globalization, Multinational Corporations and Human Rights
 - 1.9.2. Multinational Corporations and International Law
 - 1.9.3. Legal Instruments for Multinationals in the Area of Human Rights
- 1.10. Legal Environment and Corporate Governance
 - 1.10.1. International Rules on Importation and Exportation
 - 1.10.2. Intellectual and Industrial Property
 - 1.10.3. International Labor Law

Module 2. Strategic 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. Strategic Formulation: Process of Strategic Planning
- 2.4. Strategic Thinking
 - 2.4.1. The Company as a System
 - 2.4.2. Organization Concept

- 2.5. Financial Diagnosis
 - 2.5.1. Concept of Financial Diagnosis
 - 2.5.2. Stages of Financial Diagnosis
 - 2.5.3. Assessment Methods for Financial Diagnosis
- 2.6. Planning and Strategy
 - 2.6.1. The Plan from a Strategy
 - 2.6.2. Strategic Positioning
 - 2.6.3. Strategy in Companies
- 2.7. Strategy Models and Patterns
 - 2.7.1. Conceptual Framework
 - 2.7.2. Strategic Models
 - 2.7.3. Strategic Patterns: The Five P's of Strategy
- 2.8. Competitive Strategy
 - 2.8.1. Competitive Advantage
 - 2.8.2. Choosing a Competitive Strategy
 - 2.8.3. Strategies Based on the Strategic Clock Model
 - 2.8.4. Types of Strategies according to the Industrial Sector Life Cycle
- 2.9. Strategic Management
 - 2.9.1. The Concept of Strategy
 - 2.9.2. The Process of Strategic Management
 - 2.9.3. Approaches in Strategic Management
- 2.10. Strategy Implementation
 - 2.10.1. Indicator Systems and Process Approach
 - 2.10.2. Strategic Map
 - 2.10.3. Strategic Alignment
- 2.11. Executive Management
 - 2.11.1. Conceptual Framework of Executive Management
 - 2.11.2. Executive Management. The Role of the Board of Directors and Corporate Management Tools
- 2.12. Strategic Communication
 - 2.12.1. Interpersonal Communication
 - 2.12.2. Communication Skills and Influence
 - 2.12.3. Internal Communication
 - 2.12.4. Barriers to Business Communication

Module 3. People and Talent Management

- 3.1. Organizational Behavior
 - 3.1.1. Organizational Behavior. Conceptual Framework
 - 3.1.2. Main Factors of Organizational Behavior
- 3.2. People in Organizations
 - 3.2.1. Quality of Work Life and Psychological Well-Being
 - 3.2.2. Work Teams and Meeting Management
 - 3.2.3. Coaching and Team Management
 - 3.2.4. Managing Equality and Diversity
- 3.3. Strategic People Management
 - 3.3.1. Strategic Human Resources Management
 - 3.3.2. Strategic People Management
- 3.4. Evolution of Resources. An Integrated Vision
 - 3.4.1. The Importance of Human Resources
 - 3.4.2. A New Environment for People Management and Leadership
 - 3.4.3. Strategic Human Resources Management
- 3.5. Selection, Group Dynamics and Human Resources Recruitment
 - 3.5.1. Approach to Recruitment and Selection
 - 3.5.2. Recruitment
 - 3.5.3. The Selection Process
- 3.6. Human Resources Management by Competencies
 - 3.6.1. Analysis of the Potential
 - 3.6.2. Remuneration Policy
 - 3.6.3. Career/Succession Planning
- 3.7. Performance Evaluation and Performance Management
 - 3.7.1. Performance Management
 - 3.7.2. Performance Management: Objectives and Process
- 3.8. Management of Training
 - 3.8.1. Learning Theories
 - 3.8.2. Talent Detection and Retention
 - 3.8.3. Gamification and Talent Management
 - 3.8.4. Training and Professional Obsolescence

- 3.9. Talent Management
 - 3.9.1. Keys for Positive Management
 - 3.9.2. Conceptual Origin of Talent and Its Implication in the Company
 - 3.9.3. Map of Talent in the Organization
 - 3.9.4. Cost and Added Value
- 3.10. Innovation in Talent and People Management
 - 3.10.1. Strategic Talent Management Models
 - 3.10.2. Talent Identification, Training and Development
 - 3.10.3. Loyalty and Retention
 - 3.10.4. Proactivity and Innovation
- 3.11. Motivation
 - 3.11.1. The Nature of Motivation
 - 3.11.2. Expectations Theory
 - 3.11.3. Needs Theory
 - 3.11.4. Motivation and Financial Compensation
- 3.12. *Employer Branding*
 - 3.12.1. Employer Branding in Human Resources
 - 3.12.2. Personal Branding for Human Resources Professionals
- 3.13. Developing High-Performance Teams
 - 3.13.1. High-Performance Teams: Self-Managed Teams
 - 3.13.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 3.14. Management Skills Development
 - 3.14.1. What are Manager Competencies?
 - 3.14.2. Elements of Competencies
 - 3.14.3. Knowledge
 - 3.14.4. Management Skills
 - 3.14.5. Attitudes and Values in Managers
 - 3.14.6. Managerial Skills
- 3.15. Time Management
 - 3.15.1. Benefits
 - 3.15.2. What Can Be the Causes of Poor Time Management?
 - 3.15.3. Time
 - 3.15.4. Time Illusions
 - 3.15.5. Attention and Memory
 - 3.15.6. State of Mind
 - 3.15.7. Time Management
 - 3.15.8. Being Proactive
 - 3.15.9. 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. Conflict Management
 - 3.17.3. Crisis Management
- 3.18. Executive Communication
 - 3.18.1. Internal and External Communication in the Corporate Environment
 - 3.18.2. Communication Departments
 - 3.18.3. The Person in Charge of Communication of the Company. The Profile of the Dircom
- 3.19. Human Resources Management and Occupational Risk Prevention Teams
 - 3.19.1. Management of Human Resources and Teams
 - 3.19.2. Occupational Risk Prevention
- 3.20. Productivity, Attraction, Retention and Activation of Talent
 - 3.20.1. Productivity
 - 3.20.2. Talent Attraction and Retention Levers
- 3.21. Monetary Compensation vs. Non-Cash
 - 3.21.1. Monetary Compensation vs. Non-Cash
 - 3.21.2. Wage Band Models
 - 3.21.3. Non-Cash Compensation Models
 - 3.21.4. Working Model
 - 3.21.5. Corporate Community
 - 3.21.6. Company Image
 - 3.21.7. Emotional Salary

- 3.22. Innovation in Talent and People Management
 - 3.22.1. Innovation in Organizations
 - 3.22.2. New Challenges in the Human Resources Department
 - 3.22.3. Innovation Management
 - 3.22.4. Tools for Innovation
- 3.23. Knowledge and Talent Management
 - 3.23.1. Knowledge and Talent Management
 - 3.23.2. Knowledge Management Implementation
- 3.24. Transforming Human Resources in the Digital Era
 - 3.24.1. The Socioeconomic Context
 - 3.24.2. New Forms of Corporate Organization
 - 3.24.3. New Methodologies

Module 4. Economic and Financial Management

- 4.1. Economic Environment
 - 4.1.1. Macroeconomic Environment and the National Financial System
 - 4.1.2. Financial Institutions
 - 4.1.3. Financial Markets
 - 4.1.4. Financial Assets
 - 4.1.5. Other Financial Sector Entities
- 4.2. Company Financing
 - 4.2.1. Sources of Financing
 - 4.2.2. Types of Financing Costs
- 4.3. Executive Accounting
 - 4.3.1. Basic Concepts
 - 4.3.2. The Company's Assets
 - 4.3.3. The Company's Liabilities
 - 4.3.4. The Company's Net Worth
 - 4.3.5. Results Research
- 4.4. Management Accounting to Cost Accounting
 - 4.4.1. Elements of Cost Calculation
 - 4.4.2. Expenses in General Accounting and Cost Accounting
 - 4.4.3. Costs Classification
- 4.5. Information Systems and Business Intelligence
 - 4.5.1. Fundamentals and Classification
 - 4.5.2. Cost Allocation Phases and Methods
 - 4.5.3. Choice of Cost Center and Impact
- 4.6. Budget and Management Control
 - 4.6.1. The Budget Model
 - 4.6.2. Capital Budget
 - 4.6.3. The Operating Budget
 - 4.6.5. The Treasury's Budget
 - 4.6.6. Budget Monitoring
- 4.7. Treasury Management
 - 4.7.1. Accounting Working Capital and Required Working Capital
 - 4.7.2. Calculation of Operating Cash Requirements
 - 4.7.3. *Credit Management*
- 4.8. Corporate Tax Responsibility
 - 4.8.1. Basic Tax Concepts
 - 4.8.2. Corporate Income Tax
 - 4.8.3. Value Added Tax
 - 4.8.4. Other Taxes Related to Commercial Activity
 - 4.8.5. The Company as a Facilitator of the Work of the State
- 4.9. Corporate Control Systems
 - 4.9.1. Analysis of Financial Statements
 - 4.9.2. The Company's Balance Sheet
 - 4.9.3. The Profit and Loss Statement
 - 4.9.4. The Statement of Cash Flows
 - 4.9.5. Ratio Analysis
- 4.10. Financial Management
 - 4.10.1. The Company's Financial Decisions
 - 4.10.2. Financial Department
 - 4.10.3. Cash Surpluses
 - 4.10.4. Risks Associated with Financial Management
 - 4.10.5. Financial Administration Risk Management

- 4.11. Financial Planning
 - 4.11.1. Definition of Financial Planning
 - 4.11.2. Actions to Be Taken in Financial Planning
 - 4.11.3. Creation and Establishment of the Business Strategy
 - 4.11.4. The Cash Flow Table
 - 4.11.5. The Working Capital Table
- 4.12. Corporate Financial Strategy
 - 4.12.1. Corporate Strategy and Sources of Financing
 - 4.12.2. Financial Products for Corporate Financing
- 4.13. Macroeconomic Context
 - 4.13.1. Macroeconomic Context
 - 4.13.2. Relevant Economic Indicators
 - 4.13.3. Mechanisms for the Control of Macroeconomic Magnitudes
 - 4.13.4. Economic Cycles
- 4.14. Strategic Financing
 - 4.14.1. Self-Financing
 - 4.14.2. Increase in Equity
 - 4.14.3. Hybrid Resources
 - 4.14.4. Financing Through Intermediaries
- 4.15. Money and Capital Markets
 - 4.15.1. Money Market
 - 4.15.2. Fixed Income Market
 - 4.15.3. Equity Markets
 - 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. Income Statement Analysis
 - 4.16.3. Profitability Analysis
- 4.17. Analyzing and Solving Cases/Problems
 - 4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

Module 5. Operations and Logistics Management

- 5.1. Operations Direction and Management
 - 5.1.1. The Role of Operations
 - 5.1.2. The Impact of Operations on the Management of Companies
 - 5.1.3. Introduction to Operations Strategy
 - 5.1.4. Introduction to Operations Strategy
- 5.2. Industrial Organization and Logistics
 - 5.2.1. Industrial Organization Department
 - 5.2.2. Industrial Organization Department
- 5.3. Structure and Types of Production (MTS, MTO, ATO, ETO...)
 - 5.3.1. Production System
 - 5.3.2. Production Strategy
 - 5.3.3. Inventory Management System
 - 5.3.4. Production Indicators
- 5.4. Structure and Types of Procurement
 - 5.4.1. Function of Procurement
 - 5.4.2. Procurement Management
 - 5.4.3. Types of Purchases
 - 5.4.4. Efficient Purchasing Management of a Company
 - 5.4.5. Stages of the Purchase Decision Process
- 5.5. Economic Control of Purchasing
 - 5.5.1. Economic Influence of Purchases
 - 5.5.2. Cost Centers
 - 5.5.3. Budget
 - 5.5.4. Budgeting vs. Actual Expenditure
 - 5.5.5. Budgetary Control Tools
- 5.6. Warehouse Operations Control
 - 5.6.1. Inventory Control
 - 5.6.2. Location Systems
 - 5.6.3. Stock Management Techniques
 - 5.6.4. Storage Systems

- 5.7. Strategic Purchasing Management
 - 5.7.1. Business Strategy
 - 5.7.2. Strategic Planning
 - 5.7.3. Purchasing Strategies
 - 5.8. Typologies of the Supply Chain (SCM)
 - 5.8.1. Supply Chain
 - 5.8.2. Benefits of Supply Chain Management
 - 5.8.3. Logistical Management in the Supply Chain
 - 5.9. *Supply Chain Management*
 - 5.9.1. The Concept of Management of the Supply Chain
 - 5.9.2. Costs and Efficiency of the Operations Chain
 - 5.9.3. Demand Patterns
 - 5.9.4. Operations Strategy and Change
 - 5.10. Interactions Between the SCM and All Other Departments
 - 5.10.1. Interaction of the Supply Chain
 - 5.10.2. Interaction of the Supply Chain. Integration by Parts
 - 5.10.3. Supply Chain Integration Problems
 - 5.10.4. Supply Chain
 - 5.11. Logistics Costs
 - 5.11.1. Logistics Costs
 - 5.11.2. Problems with Logistics Costs
 - 5.11.3. Optimizing Logistic Costs
 - 5.12. Profitability and Efficiency of Logistics Chains: KPIs
 - 5.12.1. Logistics Chain
 - 5.12.2. Profitability and Efficiency of the Logistics Chain
 - 5.12.3. Indicators of Profitability and Efficiency of the Supply Chain
 - 5.13. Process Management
 - 5.13.1. Process Management
 - 5.13.2. Process-Based Approach: Process Mapping
 - 5.13.3. Improvements in Process Management
 - 5.14. Distribution and Transportation Logistics
 - 5.14.1. Distribution in the Supply Chain
 - 5.14.2. Transportation Logistics
 - 5.14.3. Geographic Information Systems as a Support to Logistics
 - 5.15. Logistics and Customers
 - 5.15.1. Demand Analysis
 - 5.15.2. Demand and Sales Forecast
 - 5.15.3. Sales and Operations Planning
 - 5.15.4. Collaborative Planning, Forecasting and Replenishment (CPFR)
 - 5.16. International Logistics
 - 5.16.1. Export and Import Processes
 - 5.16.2. Customs
 - 5.16.3. Methods and Means of International Payment
 - 5.16.4. International Logistics Platforms
 - 5.17. Outsourcing of Operations
 - 5.17.1. Operations Management and Outsourcing
 - 5.17.2. Outsourcing Implementation in Logistics Environments
 - 5.18. Competitiveness in Operations
 - 5.18.1. Operations Management
 - 5.18.2. Operational Competitiveness
 - 5.18.3. Operations Strategy and Competitive Advantages
 - 5.19. Quality Management
 - 5.19.1. Internal and External Customers
 - 5.19.2. Quality Costs
 - 5.19.3. Ongoing Improvement and the Deming Philosophy
- ## Module 6. Information Systems Management
- 6.1. Technological Environment
 - 6.1.1. Technology and Globalization
 - 6.1.2. Economic Environment and Technology
 - 6.1.3. Technological Environment and Its Impact on Companies
 - 6.2. Information Systems in Companies
 - 6.2.1. The Evolution of the IT Model
 - 6.2.2. Organization and IT Departments
 - 6.2.3. Information Technology and Economic Environment

- 6.3. Corporate Strategy and Technology Strategy
 - 6.3.1. Creating Value for Customers and Shareholders
 - 6.3.2. Strategic IS/IT Decisions
 - 6.3.3. Corporate Strategy vs. Technological and Digital Strategy
- 6.4. Information Systems Management
 - 6.4.1. Corporate Governance of Technology and Information Systems
 - 6.4.2. Management of Information Systems in Companies
 - 6.4.3. Expert Managers in Information Systems: Roles and Functions
- 6.5. Information Technology Strategic Planning
 - 6.5.1. Information Technology Strategic Planning
 - 6.5.2. Strategic Planning of Information Systems
 - 6.5.3. Phases of Information Systems Strategic Planning
- 6.6. Information Systems for Decision-Making
 - 6.6.1. *Business Intelligence*
 - 6.6.2. *Data Warehouse*
 - 6.6.3. Balanced Scorecard (BSC)
- 6.7. Exploring the Information
 - 6.7.1. SQL: Relational Databases. Basic Concepts
 - 6.7.2. Networks and Communications
 - 6.7.3. Operational System: Standardized Data Templates
 - 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
 - 6.7.5. Strategic DB Analysis and Report Composition
- 6.8. Corporate 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. Obtaining Information
 - 6.9.4. Reasons to Invest in BI
- 6.10. BI Tools and Solutions
 - 6.10.1. How to Choose the Best Tool?
 - 6.10.2. Microsoft Power BI, MicroStrategy and Tableau
 - 6.10.3. SAP BI, SAS BI and Qlikview
 - 6.10.4. Prometheus
- 6.11. BI Project Planning and Management
 - 6.11.1. First Steps to Define a BI Project
 - 6.11.2. BI Solution for the Company
 - 6.11.3. Requirements and Objectives
- 6.12. Corporate Management Applications
 - 6.12.1. Information Systems and Corporate Management
 - 6.12.2. Applications for Corporate Management
 - 6.12.3. Enterprise Resource Planning Systems or ERP
- 6.13. Digital Transformation
 - 6.13.1. Conceptual Framework of Digital Transformation
 - 6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
 - 6.13.3. Digital Transformation in Companies
- 6.14. Technology and Trends
 - 6.14.1. Main Trends in the Field of Technology that are Changing Business Models
 - 6.14.2. Analysis of the Main Emerging Technologies
- 6.15. IT Outsourcing
 - 6.15.1. Conceptual Framework of Outsourcing
 - 6.15.2. IT Outsourcing and Its Impact on the Business
 - 6.15.3. Keys to Implement Corporate IT Outsourcing Projects

Module 7. Commercial Management, Strategic Marketing and Corporate Communications

- 7.1. Commercial Management
 - 7.1.1. Conceptual Framework of Commercial Management
 - 7.1.2. Business Strategy and Planning
 - 7.1.3. The Role of Sales Managers
- 7.2. Marketing
 - 7.2.1. The Concept of Marketing
 - 7.2.2. The Basic Elements of Marketing
 - 7.2.3. Marketing Activities 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. Designing and Creating a Digital Marketing Plan
 - 7.5.3. ROI Analysis in a Digital Marketing Plan
- 7.6. Digital Marketing to Reinforce a Brand
 - 7.6.1. Online Strategies to Improve Your Brand's Reputation
 - 7.6.2. *Branded Content and Storytelling*
- 7.7. Digital Marketing Strategy
 - 7.7.1. Defining the Digital Marketing Strategy
 - 7.7.2. Digital Marketing Strategy Tools
- 7.8. Digital Marketing to Attract and Retain Customers
 - 7.8.1. Loyalty and Engagement Strategies through the Internet
 - 7.8.2. *Visitor Relationship Management*
 - 7.8.3. Hypersegmentation
- 7.9. Managing Digital Campaigns
 - 7.9.1. What Is a Digital Advertising Campaign?
 - 7.9.2. Steps in Launching an Online Marketing Campaign
 - 7.9.3. Mistakes in Digital Advertising Campaigns
- 7.10. Online Marketing Plan
 - 7.10.1. What Is an Online Marketing Plan?
 - 7.10.2. Steps in Creating an Online Marketing Plan
 - 7.10.3. Advantages of Having an Online Marketing Plan
- 7.11. Blended Marketing
 - 7.11.1. What Is Blended Marketing?
 - 7.11.2. Differences Between Online and Offline Marketing
 - 7.11.3. Aspects to Be Taken into Account in the Blended Marketing Strategy
 - 7.11.4. Characteristics of a Blended Marketing Strategy
 - 7.11.5. Recommendations in Blended Marketing
 - 7.11.6. Benefits of Blended Marketing
- 7.12. Sales Strategy
 - 7.12.1. Sales Strategy
 - 7.12.2. Sales Methods
- 7.13. Corporate Communication
 - 7.13.1. Concept
 - 7.13.2. The Importance of Communication in the Organization
 - 7.13.3. Type of Communication in the Organization
 - 7.13.4. Functions of Communication in the Organization
 - 7.13.5. Elements of Communication
 - 7.13.6. Communication Problems
 - 7.13.7. Communication Scenarios

- 7.14. Corporate Communication Strategy
 - 7.14.1. Motivational Programs, Social Action, Participation and Training with Human Resources
 - 7.14.2. Internal Communication Support and Tools
 - 7.14.3. Internal Communication Plan
- 7.15. Digital Communication and Reputation
 - 7.15.1. Online Reputation
 - 7.15.2. How to Measure Digital Reputation?
 - 7.15.3. Online Reputation Tools
 - 7.15.4. Online Reputation Report
 - 7.15.5. Online Branding

Module 8. Market Research, Advertising and Commercial Management

- 8.1. Market Research
 - 8.1.1. 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. Execution Stages in Marketing Research
 - 8.5.4. Managing a Research Project
- 8.6. International Market Research
 - 8.6.1. International Market Research
 - 8.6.2. International Market Research Process
 - 8.6.3. The Importance of Secondary Sources in International Market Research
- 8.7. Feasibility Studies
 - 8.7.1. Concept and Usefulness
 - 8.7.2. Outline of a Feasibility Study
 - 8.7.3. Development of a Feasibility Study
- 8.8. Publicity
 - 8.8.1. Historical Background of Advertising
 - 8.8.2. Conceptual Framework of Advertising; Principles, 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. Operating Marketing Decisions
- 8.10. Promotion and **Merchandising** Strategies
 - 8.10.1. Integrated Marketing Communication
 - 8.10.2. Advertising Communication Plan
 - 8.10.3. Merchandising as a Communication Technique
- 8.11. Media Planning
 - 8.11.1. Origin and Evolution of Media Planning
 - 8.11.2. Communication Methods
 - 8.11.3. Media Plan

- 8.12. Fundamentals of Commercial Management
 - 8.12.1. The Role of Commercial Management
 - 8.12.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
 - 8.12.3. Commercial Planning Systems of the Company
 - 8.12.4. Main Competitive Strategies
- 8.13. Commercial Negotiation
 - 8.13.1. Commercial Negotiation
 - 8.13.2. Psychological Issues in Negotiation
 - 8.13.3. Main Negotiation Methods
 - 8.13.4. The Negotiation Process
- 8.14. Decision-Making in Commercial Management
 - 8.14.1. Commercial Strategy and Competitive Strategy
 - 8.14.2. Decision Making Models
 - 8.14.3. Decision-Making Analytics and Tools
 - 8.14.4. Human Behavior in Decision Making
- 8.15. Sales Network Management
 - 8.15.1. Sales Management
 - 8.15.2. Networks Serving Commercial Activity
 - 8.15.3. Salesperson Recruitment and Training Policies
 - 8.15.4. Remuneration Systems for Own and External Commercial Networks
 - 8.15.5. Management of the Commercial Process. Control and Assistance to the Work of the Sales Representatives Based on the Information
- 8.16. Implementing the Commercial Function
 - 8.16.1. Recruitment of Own Sales Representatives and Sales Agents
 - 8.16.2. Controlling Commercial Activity
 - 8.16.3. The Code of Ethics of Sales Personnel
 - 8.16.4. Compliance with Legislation
 - 8.16.5. Generally Accepted Standards of Business Conduct
- 8.17. Key Account Management
 - 8.17.1. Concept of Key Account Management
 - 8.17.2. The Key Account Manager
 - 8.17.3. Key Account Management Strategy

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

Module 9. Innovation and Project Management

- 9.1. Innovation
 - 9.1.1. Introduction to Innovation
 - 9.1.2. Innovation in the Entrepreneurial Ecosystem
 - 9.1.3. Instruments and Tools for the Business Innovation Process
- 9.2. Innovation from Strategy
 - 9.2.1. Strategic Intelligence and Innovation
 - 9.2.2. Innovation from Strategy
- 9.3. Project Management for Startups
 - 9.3.1. Startup Concept
 - 9.3.2. Lean Startup Philosophy
 - 9.3.3. Stages of Startup Development
 - 9.3.4. The Role of a Project Manager in a Startup
- 9.4. Business Model Design and Validation
 - 9.4.1. Conceptual Framework of a Business Model
 - 9.4.2. Business Model Design and Validation
- 9.5. Project Direction and Management
 - 9.5.1. Project Management and Direction: 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. Managing Communications
 - 9.7.7. Monitoring Communications
- 9.8. Traditional and Innovative Methodologies
 - 9.8.1. Innovative Methodologies
 - 9.8.2. Basic Principles of Scrum
 - 9.8.3. Differences between the Main Aspects of Scrum and Traditional Methodologies
- 9.9. Creation of a Startup
 - 9.9.1. Creation of a Startup
 - 9.9.2. Organization and Culture
 - 9.9.3. Top Ten Reasons Why Startups Fail
 - 9.9.4. BORRAR
- 9.10. Project Risk Management Planning
 - 9.10.1. Risk Planning
 - 9.10.2. Elements for Creating a Risk Management Plan
 - 9.10.3. Tools for Creating a Risk Management Plan
 - 9.10.4. Content of the Risk Management Plan

Module 10. Executive Management

- 10.1. General Management
 - 10.1.1. The Concept of General Management
 - 10.1.2. The Role of the CEO
 - 10.1.3. The CEO and Their Responsibilities
 - 10.1.4. Transforming the Work of Management
- 10.2. Manager Functions: Organizational Culture and Approaches
 - 10.2.1. Manager Functions: Organizational Culture and Approaches

- 10.3. Operations Management
 - 10.3.1. The Importance of Management
 - 10.3.2. Value Chain
 - 10.3.3. Quality Management
- 10.4. Public Speaking and Spokesperson Education
 - 10.4.1. Interpersonal Communication
 - 10.4.2. Communication Skills and Influence
 - 10.4.3. Communication Barriers
- 10.5. Personal and Organizational Communications Tools
 - 10.5.1. Interpersonal Communication
 - 10.5.2. Interpersonal Communication Tools
 - 10.5.3. Communication in the Organization
 - 10.5.4. Tools in the Organization
- 10.6. Communication in Crisis Situations
 - 10.6.1. Crisis
 - 10.6.2. Phases of the Crisis
 - 10.6.3. Messages: Contents and Moments
- 10.7. Preparation of a Crisis Plan
 - 10.7.1. Analysis of Possible Problems
 - 10.7.2. Planning
 - 10.7.3. Adequacy of Personnel
- 10.8. Emotional Intelligence
 - 10.8.1. Emotional Intelligence and Communication
 - 10.8.2. Assertiveness, Empathy and Active Listening
 - 10.8.3. Self-Esteem and Emotional Communication
- 10.9. Personal Branding
 - 10.9.1. Strategies for Personal Brand Development
 - 10.9.2. Personal Branding Laws
 - 10.9.3. Tools for Creating Personal Brands
- 10.10. Leadership and Team Management
 - 10.10.1. Leadership and Leadership Styles
 - 10.10.2. Leader Capabilities and Challenges
 - 10.10.3. Managing Change Processes
 - 10.10.4. Managing Multicultural Teams

Module 11. Organization Management

- 11.1. Strategic Management
 - 11.1.1. Organizational Design
 - 11.1.2. Strategic Position of the Business
 - 11.1.3. Competitive and Corporate Strategies
- 11.2. Corporate Finance
 - 11.2.1. Financial Policy and Growth
 - 11.2.2. Company Valuation Methods
 - 11.2.3. Capital Structure and Financial Leverage
 - 11.2.4. Finance for the Global Communications Officer
- 11.3. Strategic Leadership for Intangible Asset Economy
 - 11.3.1. Cultural Alignment Strategies
 - 11.3.2. Corporate and Differentiating Leadership
 - 11.3.3. Change and Transformation Agent
- 11.4. Economic Situation
 - 11.4.1. The Fundamentals of the Global Economy
 - 11.4.2. The Globalization of Companies and Financial Markets
 - 11.4.3. Entrepreneurship and New Markets
- 11.5. Innovation and Digital Transformation
 - 11.5.1. Management and Strategic Innovation
 - 11.5.2. Creative Thinking and Design Thinking
 - 11.5.3. *Open Innovation*
 - 11.5.4. *Sharing Economy*
- 11.6. International Context
 - 11.6.1. Geopolitics
 - 11.6.2. Divisive Markets and Types of Change
 - 11.6.3. Hedging with Currency Exchange Contracts
 - 11.6.4. Foreign Investments and Exportation Financing

Module 12. Managerial Skills

- 12.1. Public Speaking and Spokesperson Education
 - 12.1.1. Interpersonal Communication
 - 12.1.2. Communication Skills and Influence
 - 12.1.3. Communication Barriers
- 12.2. Communication and Leadership
 - 12.2.1. Leadership and Leadership Styles
 - 12.2.2. Motivation
 - 12.2.3. Skills and Abilities of the Leader 2.0
- 12.3. Personal Branding
 - 12.3.1. Strategies for Personal Brand Development
 - 12.3.2. Personal Branding Laws
 - 12.3.3. Tools for Creating Personal Brands
- 12.4. Team Management
 - 12.4.1. Work Teams and Management Meetings
 - 12.4.2. Managing Change Processes
 - 12.4.3. Managing Multicultural Teams
 - 12.4.4. *Coaching*
- 12.5. Negotiation and Conflict Resolution
 - 12.5.1. Effective Negotiation Techniques
 - 12.5.2. Interpersonal Conflicts
 - 12.5.3. Intercultural Negotiation
- 12.6. Emotional Intelligence
 - 12.6.1. Emotional Intelligence and Communication
 - 12.6.2. Assertiveness, Empathy and Active Listening
 - 12.6.3. Self-Esteem and Emotional Language
- 12.7. Relational Capital: *Coworking*
 - 12.7.1. Managing Human Capital
 - 12.7.2. Performance Analysis
 - 12.7.3. Managing Equality and Diversity
 - 12.7.4. Innovation in People Management

- 12.8. Time Management
 - 12.8.1. Planning, Organization and Control
 - 12.8.2. The Methodology of Time Management
 - 12.8.3. Action Plans
 - 12.8.4. Tools for Efficient Time Management

Module 13. Strategic Planning in Corporate Communication

- 13.1. *Strategic Planner*
 - 13.1.1. Strategic Planner: Origins and Functions
 - 13.1.2. The Strategic Planner in Advertising Companies, Strategic Consultancies and Communication Companies
 - 13.1.3. Stakeholder Management
- 13.2. Planning Models and Schools
 - 13.2.1. Models for Intangibles Management
 - 13.2.2. Intangibles and Strategic Plans
 - 13.2.3. Evaluation of Intangibles
 - 13.2.4. Reputation and Intangibles
- 13.3. Qualitative Research in Strategic Planning
 - 13.3.1. Insight Detection
 - 13.3.2. Focus Groups for Strategic Planning
 - 13.3.3. Planning of Strategic Interviews
- 13.4. Quantitative Research in Strategic Planning
 - 13.4.1. Data Analysis and Drawing Conclusions
 - 13.4.2. Use of Psychometric Techniques
 - 13.4.3. Challenges of Applied Research in Business Communication
- 13.5. Creative Strategy Formulation
 - 13.5.1. Explore Alternative Strategies
 - 13.5.2. Counterbriefing or Creative Briefing
 - 13.5.3. Branding and Positioning
- 13.6. Strategic Use of Different Media
 - 13.6.1. 360° Campaigns
 - 13.6.2. Launching New Products
 - 13.6.3. Social Trends
 - 13.6.4. Evaluation of Effectiveness

- 13.7. Trends in Business Communication
 - 13.7.1. Generation and Distribution of Corporate Content
 - 13.7.2. Business Communication on the Web 2.0
 - 13.7.3. Implementation of Metrics in the Communication Process
- 13.8. Sponsorship and Patronage
 - 13.8.1. Sponsorship, Patronage and Social Advertising Action Strategies
 - 13.8.2. Communication Opportunities and Tangible and Intangible Returns
 - 13.8.3. Hospitality and Collaboration Actions

Module 14. Managerial Aspects of Corporate Communication

- 14.1. Communication in Organizations
 - 14.1.1. Organizations, People and Society
 - 14.1.2. Historical Evolution of Organizational Behavior
 - 14.1.3. Bidirectional Communication
 - 14.1.4. Communication Barriers
- 14.2. Structure, Management and Challenges of the Communication Department
 - 14.2.1. Departmental Structure in Communication Management
 - 14.2.2. Current Trends in Management Models
 - 14.2.3. Integration of Intangibles
 - 14.2.4. Communication Department Challenges
- 14.3. Integral Communication Plans
 - 14.3.1. Audit and Diagnosis
 - 14.3.2. Elaboration of Communication Plan
 - 14.3.3. Measurement of the Results: KPIs and ROI
- 14.4. Effects of the Media
 - 14.4.1. Efficiency of Commercial and Advertising Communication
 - 14.4.2. Theories on the Effects of the Media
 - 14.4.3. Social and Co-Creation Models
- 14.5. Press Offices and Their Relationship with Communication Media
 - 14.5.1. Identifying Opportunities and Information Needs
 - 14.5.2. Management of Reports and Interviews with Spokespersons
 - 14.5.3. Virtual Press Room and e-Communication
 - 14.5.4. Buying Advertising Space

- 14.6. Public Relations
 - 14.6.1. Public Relations Strategy and Practice
 - 14.6.2. Protocol and Ceremonial Rules
 - 14.6.3. Event Organization and Creative Management
- 14.7. Lobbies and Pressure Groups
 - 14.7.1. Opinion Groups and Their Actions in Businesses and Institutions
 - 14.7.2. Institutional Relations and Lobbying
 - 14.7.3. Areas of Intervention, Regulatory Instruments, Diffusion Strategies and Media
- 14.8. Internal Communication
 - 14.8.1. Motivational Programs, Social Action, Participation and Training with Human Resources
 - 14.8.2. Internal Communication Support and Tools
 - 14.8.3. Internal Communication Plan
- 14.9. *Branding & Naming*
 - 14.9.1. Brand Management and Coordination in Launching of New Products
 - 14.9.2. Brand Repositioning
- 14.10. Audience Forecasting and Data Sources
 - 14.10.1. Measurement Units and Audience Profiles
 - 14.10.2. Affinity, Sharing, Rating and and GrP's
 - 14.10.3. Current Suppliers in the Advertising Market

Module 15. Communication in Specialized Sectors

- 15.1. Financial Communication
 - 15.1.1. Value of Intangibles
 - 15.1.2. Financial Communication in Listed Companies
 - 15.1.3. The Issuers of the Financial Communication
 - 15.1.4. Public Objective in Financial Operations
- 15.2. Political and Electoral Communication
 - 15.2.1. Image in Political and Electoral Campaigns
 - 15.2.2. Political Advertising
 - 15.2.3. Political and Electoral Communication Plan
 - 15.2.4. Electoral Communication Audits

- 15.3. Communication and Health
 - 15.3.1. Journalism and Health Information
 - 15.3.2. Interpersonal and Group Communication in the Field of Health
 - 15.3.3. Communication Risk and Communicative Management in a Health Crisis
- 15.4. Digital Culture and Hypermedia Museography
 - 15.4.1. Production and Diffusion of Art in the Digital Era
 - 15.4.2. Cultural Spaces as a Paradigm of Hypermedia and Transmedia Convergences
 - 15.4.3. Constructive Participation in the Digital Culture
- 15.5. Communication at the Forefront of Public Organizations
 - 15.5.1. Communication in the Public Sector
 - 15.5.2. Strategy and Creation in Public Organization Communications
 - 15.5.3. Intangible Assets in the Public Sector
 - 15.5.4. Information Policy of Public Organizations
- 15.6. Communications in Non-Profit Organizations
 - 15.6.1. NPO and Relationship with Government Agencies
 - 15.6.2. Corporative Reputation in Non-Profit Organizations
 - 15.6.3. Diagnosis, Evaluation and Development in Communication Plans for These Types of Organizations
 - 15.6.4. Different Figures and Communication Media

Module 16. Institutional Marketing

- 16.1. Product Placement and Branded Content
 - 16.1.1. Unique Forms of Communication and Brand Placement
 - 16.1.2. Concepts, Products and Services in User-Friendly Media
- 16.2. Digital Media Planning and Contracting
 - 16.2.1. *Real Time Bidding*
 - 16.2.2. Integrated Digital Campaign Planning
 - 16.2.3. Advertising Investment Control Scorecard
- 16.3. Promotional Marketing
 - 16.3.1. Consumer Promotions
 - 16.3.2. Sales Force, Channel, Point of Sale and Special Promotions
 - 16.3.3. Success and Cost-Effectiveness of Promotional Actions

- 16.4. Planning, Execution and Measurement of SEM Campaigns
 - 16.4.1. Search Engine Marketing
 - 16.4.2. Conversion of Traffic to Qualified Traffic
 - 16.4.3. SEM Project Management
- 16.5. Metrics and Results Analysis in Public Digital Campaigns
 - 16.5.1. *Ad Servers*
 - 16.5.2. Traditional Metrics and Digital GrPs
 - 16.5.3. Crossmedia and Interactions
- 16.6. Display Advertising, Rich Media and Viral Publicity
 - 16.6.1. Media, Formats and Supports
 - 16.6.2. Conversion Funnel
 - 16.6.3. Buzz Marketing and WOM
- 16.7. Mobile Marketing, Geo-Localization and Internet TV
 - 16.7.1. New Mobile Marketing Applications
 - 16.7.2. Geo-Localization
 - 16.7.3. Applications which Integrate Websites, Geotagging and Mobile
- 16.8. Advertising Effectiveness
 - 16.8.1. Research Techniques and Tracking Campaigns
 - 16.8.2. Coverage and Effective Frequency Analysis
 - 16.8.3. Notoriety and Time Distribution Patterns of Advertising Pressure

Module 17. *Customer Relationship Management*

- 17.1. CRM and Relational Marketing
 - 17.1.1. Business Philosophy or Strategic Orientation
 - 17.1.2. Customer Identification and Differentiation
 - 17.1.3. The Company and Its Stakeholders
 - 17.1.4. *Clienting*
- 17.2. Database Marketing and Customer Relationship Management
 - 17.2.1. Database Marketing Applications
 - 17.2.2. BORRAR
 - 17.2.3. Information Sources, Storage, and Processing

- 17.3. Consumer Psychology and Behavior
 - 17.3.1. The Study of Consumer Behavior
 - 17.3.2. Internal and External Consumer Factors
 - 17.3.3. Consumer Decision Process
 - 17.3.4. Consumerism, Society, Marketing, and Ethics
- 17.4. *Consumer Centric Marketing*
 - 17.4.1. Segmentation
 - 17.4.2. Profitability Analysis
 - 17.4.3. Customer Loyalty Strategies
- 17.5. CRM Management Techniques
 - 17.5.1. Direct Marketing
 - 17.5.2. Multichannel Integration
 - 17.5.3. Viral Marketing
- 17.6. Advantages and Risks of Implementing CRM
 - 17.6.1. CRM, Sales and Costs
 - 17.6.2. Customer Satisfaction and Loyalty
 - 17.6.3. Technology Implementation
 - 17.6.4. Strategic and Management Errors

Module 18. *Communication Strategy in the Digital World*

- 18.1. Web 2.0 or the Social Web
 - 18.1.1. Organization in the Age of Conversation
 - 18.1.2. Web 2.0 Is All About People
 - 18.1.3. Digital Environment and New Communication Formats
- 18.2. Digital Communication and Reputation
 - 18.2.1. Online Reputation Report
 - 18.2.2. Netiquette and Good Practices on Social Media
 - 18.2.3. Branding and Networking 2.0
- 18.3. Designing and Planning an Online Reputation Plan
 - 18.3.1. BORRAR
 - 18.3.2. Brand Reputation Plan
 - 18.3.3. General Metrics, ROI, and Social CRM
 - 18.3.4. Online Crisis and Reputational SEO

- 18.4. General, Professional and Microblogging Platforms
 - 18.4.1. Facebook
 - 18.4.2. LinkedIn
 - 18.4.3. Twitter
- 18.5. Video, Image and Mobility Platforms
 - 18.5.1. YouTube
 - 18.5.2. Instagram
 - 18.5.3. Flickr
 - 18.5.4. Vimeo
 - 18.5.5. Pinterest
- 18.6. Content and Storytelling Strategy
 - 18.6.1. Corporate Blogging
 - 18.6.2. Content Marketing Strategy
 - 18.6.3. Creating a Content Plan
 - 18.6.4. Content Curation Strategy
- 18.7. Social Media Strategies
 - 18.7.1. Corporate PR and Social Media
 - 18.7.2. Defining the Strategy to Be Followed in Each Medium
 - 18.7.3. Analysis and Evaluation of Results
- 18.8. *Community Management*
 - 18.8.1. Functions, Duties and Responsibilities of the Community Manager
 - 18.8.2. *Social Media Manager*
 - 18.8.3. *Social Media Strategist*
- 18.9. *Social Media Plan*
 - 18.9.1. Designing a Social Media Plan
 - 18.9.2. Schedule, Budget, Expectations and Follow-up
 - 18.9.3. Contingency Protocol in Case of Crisis
- 18.10. Online Monitoring Tools
 - 18.10.1. Management Tools and Desktop Applications
 - 18.10.2. Monitoring and Research Tools





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You will achieve your objectives with the support of TECH's didactic tools, including explanatory videos and interactive summaries”

04

Teaching Objectives

The main objectives of the Senior Communication Management program are to train leaders capable of designing and executing comprehensive communication strategies that align the corporate vision with the needs of the public. In this same line, graduates will develop advanced strategic skills to efficiently manage the reputation of images and increase their visibility in society considerably.





“

You will integrate ethical and responsible communication practices, aligning the actions of institutions with the values”



General Objectives

- ♦ Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- ♦ Develop the key leadership skills that should define working professionals
- ♦ Delve into the sustainability criteria set by international standards when developing a business plan
- ♦ 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
- ♦ Differentiate the skills required to manage business activities strategically
- ♦ Work more effectively, more agile and more aligned with today's new technologies and tools
- ♦ Design innovative strategies and policies to improve management and business efficiency
- ♦ Define the best way to manage the company's human resources, achieving a better performance of the same.
- ♦ Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community
- ♦ Clarify the economic environment in which the company operates and develop appropriate strategies to anticipate changes
- ♦ Be able to manage the company's economic and financial plan
- ♦ Understand the logistic operations that are necessary in the business environment in order to develop an adequate management of these operations
- ♦ Apply information and communication technologies to the different areas of the company
- ♦ Carry out the marketing strategy that allows to make the product known to potential clients and to generate an adequate image of the company
- ♦ Be able to develop all the phases of a business idea: design, feasibility plan, execution, monitoring
- ♦ Address workload distribution mechanisms of shared resources among several projects
- ♦ Establish the appropriate guidelines for the company's adaptation to the changing society
- ♦ Propose a dynamic business model that supports its growth in intangible resources
- ♦ Develop strategies for corporate brand and reputation management as strategic resources for differentiation, legitimacy and business excellence
- ♦ Describe the strategic role of integrated and consistent communication with all the stakeholders
- ♦ Strengthen leadership skills and competencies of future asset managers
- ♦ Establish techniques for personal and professional brand building
- ♦ Implement rigorous metrics that demonstrate the return on strategic management of intangibles
- ♦ Establish complex communication strategies to achieve a link with all audiences
- ♦ Develop skills and competencies to effectively manage the communication department of any organization in all its aspects
- ♦ Describe the essential elements of corporate communication management



Specific Objectives

Module 1. Leadership, Ethics and Social Responsibility in Companies

- ◆ Develop ethical leadership skills that integrate social responsibility and sustainability practices into business strategy
- ◆ Make decisions that promote social well-being, respect for the environment and long-term value creation for all stakeholders

Module 2. Strategic Management and Executive Management

- ◆ Specialize in the formulation and execution of business strategies that guarantee sustainable growth and competitiveness in dynamic markets
- ◆ Acquire skills in the management of executive teams, leading the transformation of the organization to adapt to the challenges of the global environment

Module 3. People and Talent Management

- ◆ Provide tools for human talent management, from attracting to retaining the best professionals
- ◆ Design human resources strategies that align personnel competencies with the company's strategic objectives

Module 4. Economic and Financial Management

- ◆ Delve into strategic financial decision making to maximize profitability and minimize risks in the company
- ◆ Develop skills in financial planning, budget control and investment management at the organizational level

Module 5. Operations and Logistics Management

- ◆ Delve into the efficient management of operations and logistics, optimizing the supply chain to reduce costs and improve productivity
- ◆ Specialize in the implementation of operational processes that align business strategy with market demand

Module 6. Information Systems Management

- ♦ Delve into the integration and management of information systems within the company, improving operational efficiency and data-driven decision making
- ♦ Develop skills to apply technological solutions that optimize processes and ensure market competitiveness

Module 7. Commercial Management, Strategic Marketing and Corporate Communications

- ♦ Delve into the creation of commercial and marketing strategies that increase brand visibility and optimize customer relations
- ♦ Examine the management of corporate communication to strengthen the company's identity and reputation in the marketplace

Module 8. Market Research, Advertising and Commercial Management

- ♦ Master market research techniques to identify business opportunities and develop effective advertising strategies
- ♦ Obtain skills to manage commercial activity, optimizing advertising campaigns and ensuring the achievement of objectives

Module 9. Innovation and Project Management

- ♦ Develop skills in the management of innovative projects, managing change and continuous adaptation to new trends and technologies
- ♦ Specialize in the planning, execution and evaluation of innovation projects that generate long-term value for the organization

Module 10. Executive Management

- ♦ Specialize in the development of management skills to lead teams, make strategic decisions and manage organizational performance
- ♦ Be able to create a culture of innovation, responsibility and commitment that optimizes the company's results

Module 11. Organization Management

- ♦ Develop skills in the management and strategic direction of organizations, aimed at optimizing resources and continuous improvement
- ♦ Train in strategic decision making that aligns organizational objectives with market needs, promoting growth and sustainability

Module 12. Managerial Skills

- ♦ Delve into the development of key management skills such as decision making, motivating teams and effective communication
- ♦ Lead multidisciplinary teams efficiently, managing performance and fostering a collaborative work environment

Module 13. Strategic Planning in Corporate Communication

- ♦ Delve into the planning and execution of corporate communication strategies that support the organization's strategic objectives
- ♦ Analyze the integration of internal and external communication to strengthen the corporate image and improve the relationship with key audiences

Module 14. Managerial Aspects of Corporate Communication

- ♦ Acquire skills in the management and direction of corporate communication areas, ensuring the coherence of messages and alignment with organizational values
- ♦ Delve into crisis management and the construction of an effective communication that supports the company's long-term goals

Module 15. Communication in Specialized Sectors

- ♦ Delve into the creation of communication strategies adapted to specific sectors, understanding their particularities and needs
- ♦ Be able to manage communication within specialized sectors, improving brand visibility and optimizing stakeholder relations

Module 16. Institutional Marketing

- ♦ Develop skills to integrate marketing and communication strategies, optimizing resources and maximizing the impact of campaigns
- ♦ Train in brand communication management and in the implementation of tactics that improve consumer perception and increase customer loyalty

Module 17. Customer Relationship Management

- ♦ Delve into the use of CRM tools to manage customer relationships, improving satisfaction and loyalty
- ♦ Develop skills to analyze customer data and segment the market, customizing strategies to optimize the customer experience

Module 18. Communication Strategy in the Digital World

- ♦ Delve into the creation of digital communication strategies that maximize brand visibility and improve interaction with the public on online platforms
- ♦ Train in the use of social networks, SEO, SEM and other digital tools to implement effective campaigns and generate greater engagement with consumers



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

05

Career Opportunities

Upon completion of this program in Senior Communication Management, professionals will have a solid understanding of the most effective communication strategies to strengthen the image and reputation of organizations. In addition, graduates will design and implement integrated campaigns that align corporate objectives with the needs of the target audience. They will be prepared to collaborate with multidisciplinary teams and act as mediators between the company and its stakeholders, improving their professional perspectives and assuming specialized roles as Corporate Communications Director.



“

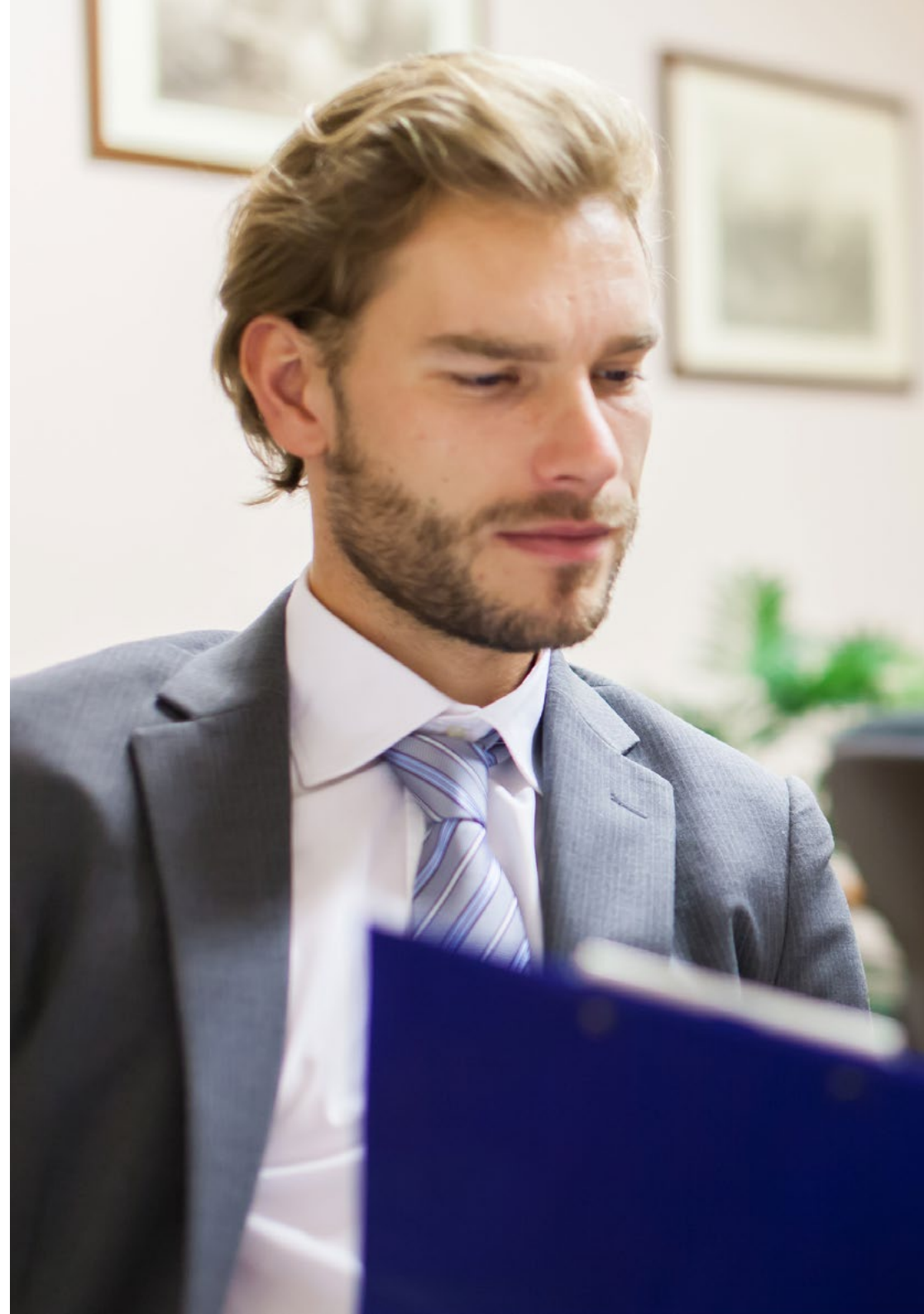
You will be able to manage the brand identity of any entity, ensuring that all communicative aspects reflect the companies' values and mission”

Graduate Profile

Graduates of the program in Senior Communication Management will be professionals highly qualified to develop and manage communication strategies that strengthen the image and reputation of organizations. They have a deep knowledge of communication methodologies, technological tools and digital marketing, necessary to promote effective and comprehensive communication. In addition, they are prepared to design and implement customized communication plans, collaborate with multidisciplinary teams and act as a mediator between the company, the media and the community.

You will create communication plans to manage crisis situations efficiently, protecting the reputation of institutions.

- ♦ **Communication Project Management:** A crucial skill is the ability to plan, organize, and manage communication projects efficiently, including time management, coordination of activities, and supervision of teams to achieve established objectives
- ♦ **Strategic Thinking and Problem Solving:** Professionals develop the ability to apply strategic thinking to analyze communication situations, identify challenges and generate innovative solutions that align communication initiatives with business objectives
- ♦ **Digital Competence in Communication:** In the current context, it is essential that professionals handle advanced digital tools to design and execute communication strategies, from the use of data analysis platforms to the management of campaigns in social networks and digital marketing
- ♦ **Corporate Reputation Management:** Professionals develop skills to manage and protect the company's reputation, implementing public relations and crisis management strategies to ensure a positive image with stakeholders





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

- 1. Director of Corporate Communications:** Expert in the management and direction of communication programs and strategies within companies
- 2. Public Relations Manager:** Professional in charge of building and maintaining strategic relationships with media, stakeholders and the general public
- 3. Internal Communications Coordinator:** Responsible for designing and executing communication strategies within the organization to foster employee cohesion and engagement
- 4. Strategic Communication Consultant:** Professional who advises companies in the development and implementation of communication plans aligned with their business objectives
- 5. Marketing and Communication Manager:** In charge of integrating marketing and communication strategies to promote the brand and its products or services
- 6. Branding Director:** Specialist in the creation and management of the brand identity, ensuring that all aspects of communication reflect the company's values and mission
- 7. Crisis Management Specialist:** Professional in charge of designing and executing communication plans to handle crisis situations, protecting the organization's reputation
- 8. Content Manager:** In charge of developing and managing strategic content for different communication channels, ensuring the coherence and effectiveness of the message
- 9. Corporate Events Manager:** Responsible for planning and executing events that strengthen communication and relationships with communication and relationships with clients, partners and employees



You will integrate Corporate Social Responsibility initiatives to promote the ethical image of the institutions”

06

Study Methodology

TECH is the world's first university to combine the **case study** methodology with **Relearning**, a 100% online learning system based on guided repetition.

This disruptive pedagogical strategy has been conceived to offer professionals the opportunity to update their knowledge and develop their skills in an intensive and rigorous way. A learning model that places students at the center of the educational process giving them the leading role, adapting to their needs and leaving aside more conventional methodologies.



“

TECH will prepare you to face new challenges in uncertain environments and achieve success in your career”

The student: the priority of all TECH programs

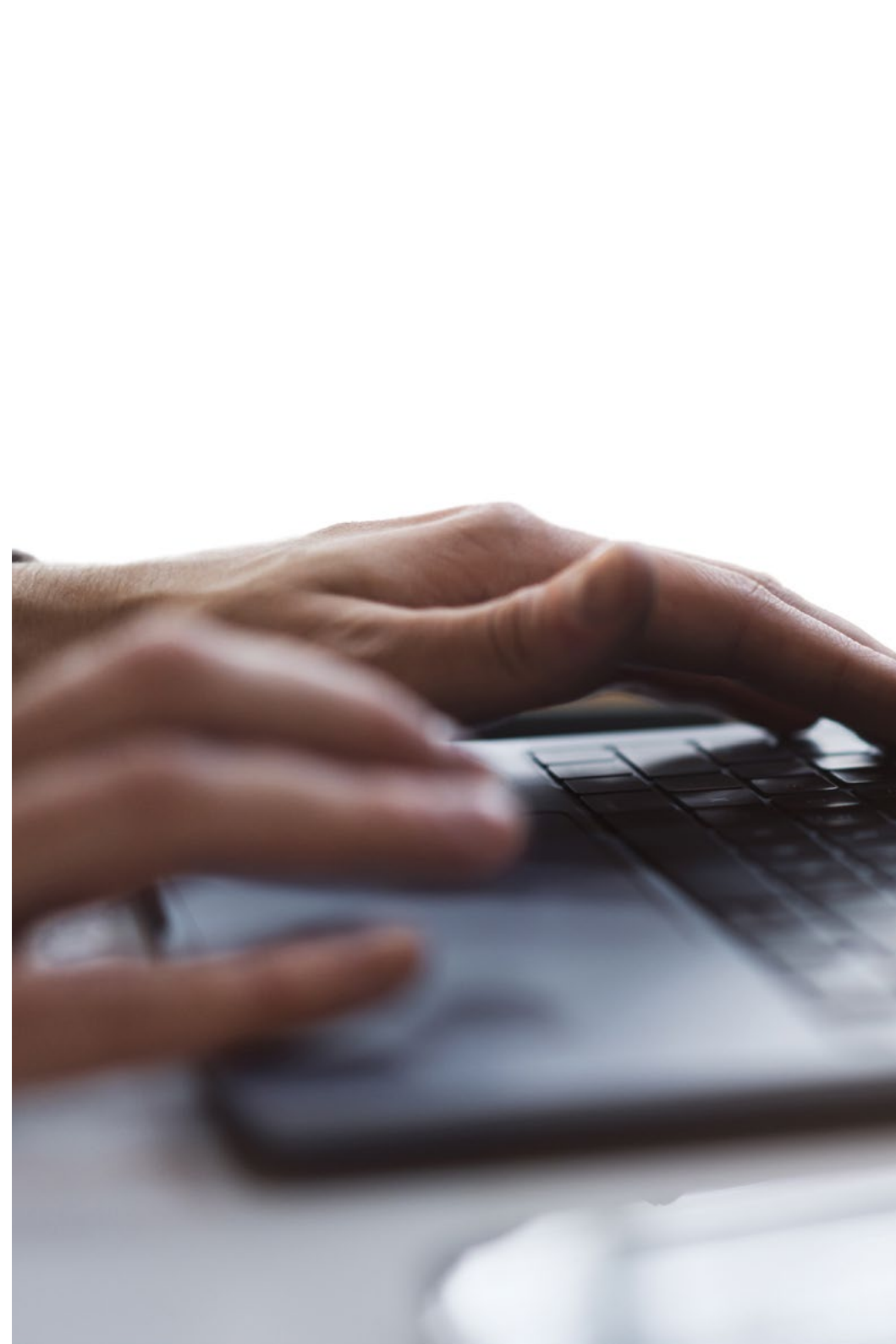
In TECH's study methodology, the student is the main protagonist.

The teaching tools of each program have been selected taking into account the demands of time, availability and academic rigor that, today, not only students demand but also the most competitive positions in the market.

With TECH's asynchronous educational model, it is students who choose the time they dedicate to study, how they decide to establish their routines, and all this from the comfort of the electronic device of their choice. The student will not have to participate in live classes, which in many cases they will not be able to attend. The learning activities will be done when it is convenient for them. They can always decide when and from where they want to study.

“

*At TECH you will NOT have live classes
(which you might not be able to attend)”*



The most comprehensive study plans at the international level

TECH is distinguished by offering the most complete academic itineraries on the university scene. This comprehensiveness is achieved through the creation of syllabi that not only cover the essential knowledge, but also the most recent innovations in each area.

By being constantly up to date, these programs allow students to keep up with market changes and acquire the skills most valued by employers. In this way, those who complete their studies at TECH receive a comprehensive education that provides them with a notable competitive advantage to further their careers.

And what's more, they will be able to do so from any device, pc, tablet or smartphone.

“

TECH's model is asynchronous, so it allows you to study with your pc, tablet or your smartphone wherever you want, whenever you want and for as long as you want”

Case Studies and Case Method

The case method has been the learning system most used by the world's best business schools. Developed in 1912 so that law students would not only learn the law based on theoretical content, its function was also to present them with real complex situations. In this way, they could make informed decisions and value judgments about how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

With this teaching model, it is students themselves who build their professional competence through strategies such as Learning by Doing or Design Thinking, used by other renowned institutions such as Yale or Stanford.

This action-oriented method will be applied throughout the entire academic itinerary that the student undertakes with TECH. Students will be confronted with multiple real-life situations and will have to integrate knowledge, research, discuss and defend their ideas and decisions. All this with the premise of answering the question of how they would act when facing specific events of complexity in their daily work.



Relearning Methodology

At TECH, case studies are enhanced with the best 100% online teaching method: Relearning.

This method breaks with traditional teaching techniques to put the student at the center of the equation, providing the best content in different formats. In this way, it manages to review and reiterate the key concepts of each subject and learn to apply them in a real context.

In the same line, and according to multiple scientific researches, reiteration is the best way to learn. For this reason, TECH offers between 8 and 16 repetitions of each key concept within the same lesson, presented in a different way, with the objective of ensuring that the knowledge is completely consolidated during the study process.

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



A 100% online Virtual Campus with the best teaching resources

In order to apply its methodology effectively, TECH focuses on providing graduates with teaching materials in different formats: texts, interactive videos, illustrations and knowledge maps, among others. All of them are designed by qualified teachers who focus their work on combining real cases with the resolution of complex situations through simulation, the study of contexts applied to each professional career and learning based on repetition, through audios, presentations, animations, images, etc.

The latest scientific evidence in the field of Neuroscience points to the importance of taking into account the place and context where the content is accessed before starting a new learning process. Being able to adjust these variables in a personalized way helps people to remember and store knowledge in the hippocampus to retain it in the long term. This is a model called Neurocognitive context-dependent e-learning that is consciously applied in this university qualification.

In order to facilitate tutor-student contact as much as possible, you will have a wide range of communication possibilities, both in real time and delayed (internal messaging, telephone answering service, email contact with the technical secretary, chat and videoconferences).

Likewise, this very complete Virtual Campus will allow TECH students to organize their study schedules according to their personal availability or work obligations. In this way, they will have global control of the academic content and teaching tools, based on their fast-paced professional update.



The online study mode of this program will allow you to organize your time and learning pace, adapting it to your schedule”

The effectiveness of the method is justified by four fundamental achievements:

1. Students who follow this method not only achieve the assimilation of concepts, but also a development of their mental capacity, through exercises that assess real situations and the application of knowledge.
2. Learning is solidly translated into practical skills that allow the student to better integrate into the real world.
3. Ideas and concepts are understood more efficiently, given that the example situations are based on real-life.
4. Students like to feel that the effort they put into their studies is worthwhile. This then translates into a greater interest in learning and more time dedicated to working on the course.

The university methodology top-rated by its students

The results of this innovative teaching model can be seen in the overall satisfaction levels of TECH graduates.

The students' assessment of the quality of teaching, quality of materials, course structure and objectives is excellent. Not surprisingly, the institution became the best rated university by its students on the Trustpilot review platform, obtaining a 4.9 out of 5.

Access the study contents from any device with an Internet connection (computer, tablet, smartphone) thanks to the fact that TECH is at the forefront of technology and teaching.

You will be able to learn with the advantages that come with having access to simulated learning environments and the learning by observation approach, that is, Learning from an expert.



As such, the best educational materials, thoroughly prepared, will be available in this program:



Study Material

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

This content is then adapted in an audiovisual format that will create our way of working online, with the latest techniques that allow us to offer you high quality in all of the material that we provide you with.



Practicing Skills and Abilities

You will carry out activities to develop specific competencies and skills in each thematic field. Exercises and activities to acquire and develop the skills and abilities that a specialist needs to develop within the framework of the globalization we live in.



Interactive Summaries

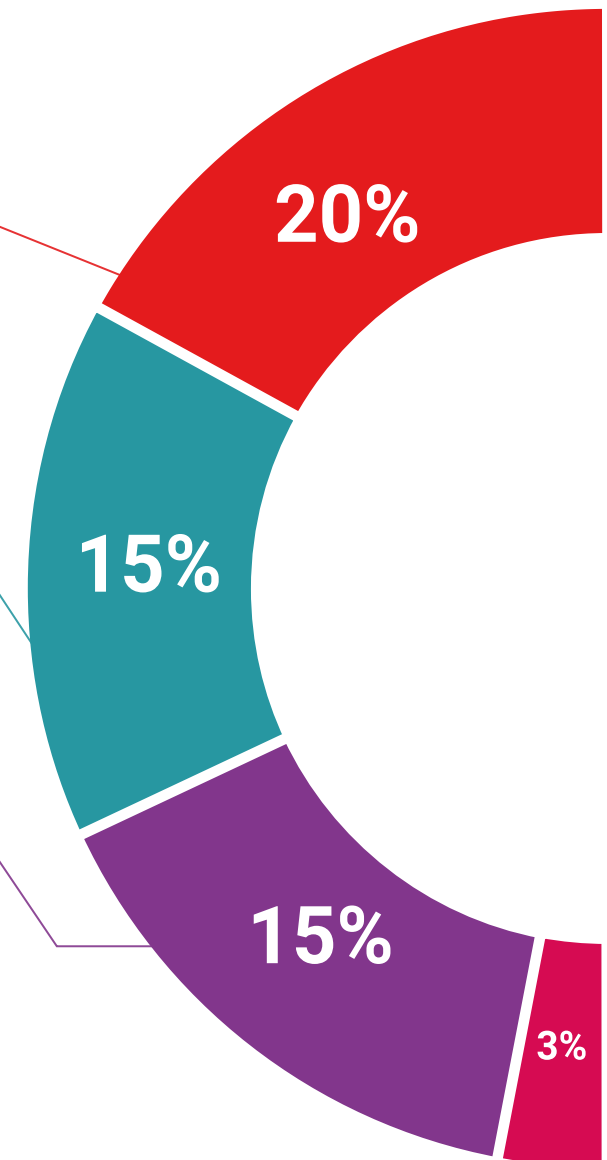
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

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



Additional Reading

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





Case Studies

Students will complete a selection of the best case studies in the field. Cases that are presented, analyzed, and supervised by the best specialists in the world.



Testing & Retesting

We periodically assess and re-assess your knowledge throughout the program. We do this on 3 of the 4 levels of Miller's Pyramid.



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 for future difficult decisions.



Quick Action Guides

TECH offers the most relevant contents of the course in the form of worksheets or quick action guides. A synthetic, practical and effective way to help students progress in their learning.



07

Teaching Staff

Firmly committed to academic excellence, TECH carries out a thorough process to form each of its teaching staff. Thanks to this effort, the present program has the collaboration of authentic references in the field of Senior Communication Management. In this way, they have developed a myriad of didactic contents that not only stand out for their high quality, but also for adapting to the demands of the current labor market. Therefore, students will enjoy an immersive experience that will improve their job prospects considerably.



“

*You will enjoy a curriculum conceived
by true references in the sector of
Senior Communication Management”*

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-performing teams** that drive innovation and growth of the company's products and services. In addition, she is adept at using tools to attract and retain the best people from around the world. She is also responsible for **amplifying Mastercard's employer brand** and **value proposition** through publications, events and social media.

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of **Human Resources** professionals and contributing to the onboarding of numerous employees at different companies. After earning her bachelor's degree in **Organizational Communication** from the University of Miami, she has held management positions in recruitment for companies in various areas.

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



Ms. Dove, Jennifer

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

“

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

International Guest Director

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

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

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



Mr. Gauthier, Rick

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

“

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. Therefore, his efforts have shown that in order to achieve sustainable success, it is essential to start from the needs of consumers and lay the foundations for the transformation of processes, data, technology and culture.

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



Mr. Arman, Romi

- ♦ Digital Transformation Director (CDO) at Shell Energy Corporation, London, UK
- ♦ Global Director of E-Commerce and Customer Service at Shell Energy Corporation
- ♦ National Key Account Manager (OEM and automotive retailers) for Shell in Kuala Lumpur, Malaysia
- ♦ Senior Management Consultant (Financial Services Sector) for Accenture based in Singapore
- ♦ 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**, in Hamburg, Germany, creating storylines for over 150 clients using internal and third party tools to support analysis. He developed and wrote in-depth reports to demonstrate his mastery of the subject matter, including understanding the **macroeconomic and political/regulatory factors** affecting technology adoption and diffusion.

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



Mr. Arens, Manuel

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

“

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 Product, Merchandising and Communication. All of this linked to prestigious brands such as Giorgio Armani, Dolce&Gabbana, Calvin Klein, among others.

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

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

Furthermore, in companies such as Calvin Klein or Gruppo Coin, he has undertaken projects to boost the structure, and development of different collections. In turn, he has been in charge of creating effective calendars for buying and selling campaigns.

He has also been in charge of the terms, costs, processes and delivery times of different operations.

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



Mr. La Sala, Andrea

- ♦ Global Brand & Merchandising Director Armani Exchange at Giorgio Armani, Milan, Italy
- ♦ Merchandising Director at Calvin Klein
- ♦ Brand Manager at Gruppo Coin
- ♦ Brand Manager at Dolce&Gabbana
- ♦ Brand Manager at Sergio Tacchini S.p.A.
- ♦ Market Analyst at Fastweb
- ♦ Degree in Business and Economics from the University of Eastern Piedmont

“

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

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



Mr. Gram, Mick

- ♦ Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- ♦ Business Intelligence Solutions Architect for Walmart Data Café
- ♦ Independent Business Intelligence and Data Science Consultant
- ♦ Director of Business Intelligence at Capgemini
- ♦ Senior Analyst at Nordea
- ♦ Senior Business Intelligence Consultant at SAS
- ♦ Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- ♦ Executive MBA in e-Commerce at the University of Copenhagen
- ♦ Bachelor's and Master's Degree in Mathematics and Statistics at the University of Copenhagen

“

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
- Master's Degree in Creative Writing from the University of California
- Bachelor's Degree 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

Awarded with the "International Content Marketing Awards" for her creativity, leadership and quality of her informative contents, Wendy Thole-Muir is a recognized **Communication Director** highly specialized in the field of **Reputation Management**.

In this sense, she has developed a solid professional career of more than two decades in this field, which has led her to be part of prestigious international reference entities such as **Coca-Cola**. Her role involves the supervision and management of corporate communication, as well as the control of the organizational image. Among her main contributions, she has led the implementation of the Yammer **internal interaction platform**. Thanks to this, employees increased their commitment to the brand and created a community that significantly improved the transmission of information.

On the other hand, she has been in charge of managing the communication of the companies' **strategic investments** in different African countries. An example of this is that she has managed dialogues around significant investments in Kenya, demonstrating the commitment of the entities to the economic and social development of the country. At the same time, she has achieved numerous **recognitions** for her ability to manage the perception of the firms in all the markets in which it operates. In this way, she has ensured that companies maintain a high profile and consumers associate them with high quality.

In addition, in her firm commitment to excellence, she has actively participated in renowned global **Congresses and Symposiums** with the objective of helping information professionals to stay at the forefront of the most sophisticated techniques to **develop successful strategic communication plans**. In this way, she has helped numerous experts to anticipate institutional crisis situations and to manage adverse events in an effective manner.



Ms. Thole-Muir, Wendy

- Director of Strategic Communications and Corporate Reputation at Coca-Cola, South Africa
- Head of Corporate Reputation and Communications at ABI at SABMiller de Lovania, Belgium
- Communications Consultant at ABI, Belgium
- Reputation and Communications Consultant at Third Door in Gauteng, South Africa
- Master's Degree in Social Behavioral Studies, University of South Africa
- Master's Degree in Sociology and Psychology, University of South Africa
- Bachelor of Arts in Political Science and Industrial Sociology from the University of KwaZulu-Natal, South Africa
- Bachelor of Arts in Psychology from the University of South Africa

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Dr. González Fernández, Sara

- ♦ Specialist in Institutional and Corporate Communication in several companies
- ♦ Audiovisual Editor at Castilla la Mancha Media
- ♦ Editor in the Territorial Centre of TVE Andalucía
- ♦ Editor at Radio Nacional de España
- ♦ Editor at Diario JAÉN
- ♦ Doctorate in Communication from the University of Seville
- ♦ Master's Degree in Scriptwriting, Narrative and Audiovisual Creativity from the University of Seville
- ♦ Bachelor's Degree in Journalism from the University of Seville
- ♦ Member of: Seville Press Association and the Federation of Spanish Journalists' Associations



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