Advanced Master's Degree
Senior International Management

tech global university

tech global university

Advanced Master's Degree
Senior International Management

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

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

Index

01 Introduction to the Program — p. 4

02 Why Study at TECH? — p. 8

03 Syllabus — p. 12

04 Teaching Objectives — p. 38

05 Career Opportunities — p. 44

06 Study Methodology — p. 48

07 Teaching Staff — p. 58

08 Certificate — p. 76

01

Introduction to the Program

In the dynamic business environment, international senior management faces unprecedented challenges and opportunities. In fact, the integration of Artificial Intelligence (AI) has become an essential pillar to optimize processes and improve customer experience, requiring leaders to adapt their strategies to incorporate these technologies effectively. In addition, managing hybrid teams, which combine face-to-face and remote work, demands clear communication skills and adaptability to maintain cohesion and productivity. For this reason, TECH has developed a complete 100% online program, designed according to the revolutionary Relearning methodology, which is based on the continuous repetition of fundamental concepts to ensure an optimal and organic understanding of all content.

You will develop key skills in leadership, multicultural team management and decision-making in highly complex environments, thanks to the best online university in the world, according to Forbes: TECH"

International senior management is critical to the success and sustainability of organizations that operate beyond their national borders. In an interconnected society, experts must be able to manage diversity, develop global strategies and make informed decisions that consider the economic, political and cultural factors of different regions. Therefore, it is vital that specialists master the most advanced strategies to align global operations with organizational objectives, while fostering innovation and competitiveness in diverse and constantly changing markets.

In this context, TECH presents an innovative program in Senior International Management. Designed by leaders in this field, the curriculum will delve into factors ranging from executive management or corporate finance management to the most innovative marketing strategies to position companies in the market. As a result, graduates will be able to lead the international expansion of their organizations, formulating global strategies adapted to market dynamics, effectively managing multicultural teams and taking advantage of opportunities in emerging markets.

Moreover, the program's methodology is based on TECH's innovative Relearning method, which guarantees the progressive and natural assimilation of complex concepts. In the same line, all professionals need is an electronic device with an Internet connection to access the Virtual Campus. There, they will find numerous resources in different multimedia formats (such as interactive summaries, case studies or specialized readings) to enjoy a didactic and entertaining update.

This **Advanced Master's Degree in Senior International 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 International 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
- Special emphasis on innovative methodologies in Senior International Management
- 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

You will execute international marketing strategies to position products and services in global markets"

You will be able to manage operations at a global level, including the coordination of the supply chain and the optimization of logistics processes"

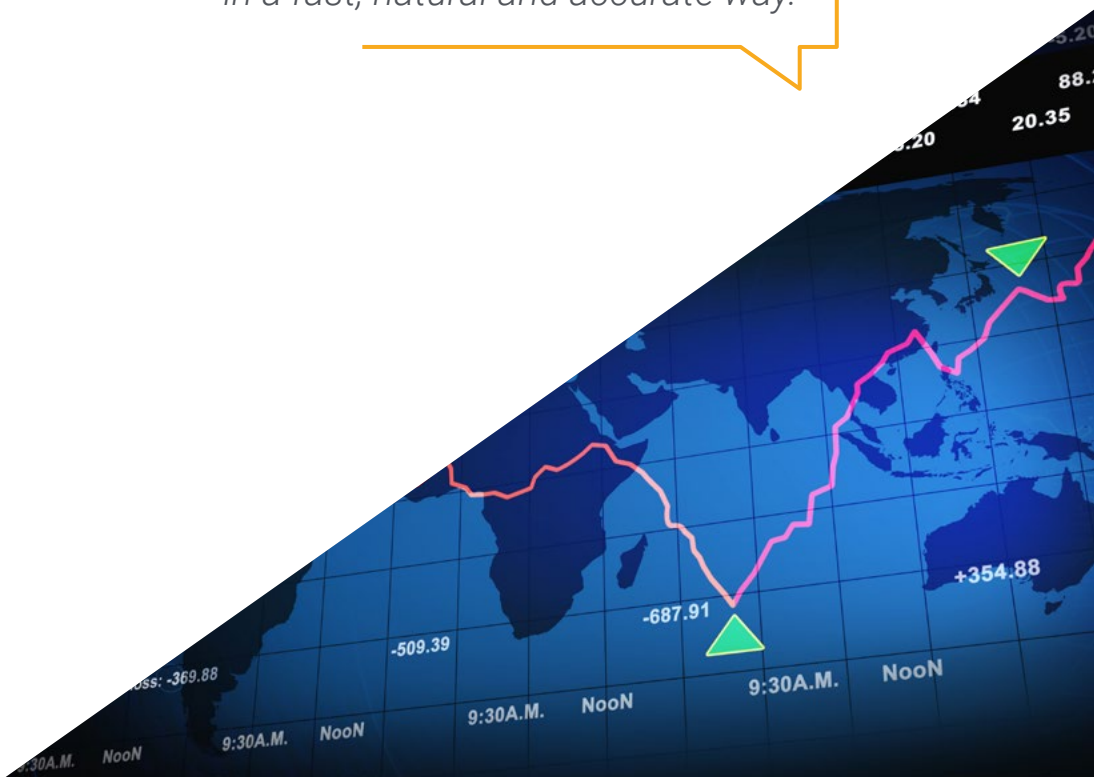
You will delve into the management of multicultural teams in organizations operating in different countries.

Thanks to TECH Relearning you will be able to assimilate the essential concepts in a fast, natural and accurate way.

The teaching staff includes professionals belonging to the field of International Senior Management, who contribute their work experience to this program, as well as renowned specialists from prestigious companies and universities.

The multimedia content, developed with the latest educational technology, will provide the professional with situated and contextual learning, i.e., a simulated environment that will provide 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.



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.

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"

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.

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.

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.

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 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 top-rated university by its students

The main review websites have positioned TECH as the best rated university in the world by its students. These review portals, recognized for their reliability and prestige due to the rigorous verification and validation of the authenticity of each opinion, have given TECH highly favorable ratings. These ratings place TECH as the absolute international university reference.

03

Syllabus

This academic program will include a focus on the economic and financial management of organizations, providing tools to successfully direct the company's resources and manage logistical and technological operations. It will also cover the implementation of international marketing strategies and the creation of business projects, from design to execution. In this sense, entrepreneurs will also be able to manage financial risks, identify talent and apply knowledge of currency markets and international trade regulations to ensure that their companies operate effectively in global markets.

You will access advanced tools in digital transformation and sustainability, two fundamental pillars for contemporary business success. With all the TECH quality guarantees!"

Module 1. Leadership, Ethics and Social Responsibility in Companies

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

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

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

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

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

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

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

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

1.9. Multinationals and Human Rights
- 1.9.1. Globalization, Multinational 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. Strategy Formulation: Strategic Planning Process

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

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

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

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

2.8. Competitive Strategy
- 2.8.1. 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 HR
- 3.4.2. A New Environment for People Management and Leadership
- 3.4.3. Strategic HR Management

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

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

3.7. Performance Evaluation and 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 HR
- 3.12.2. Personal Branding for HR Professionals

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

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

3.15. Time Management
- 3.15.1. Benefits
- 3.15.2. What Can Be the Causes of Poor Time Management?
- 3.15.3. Time
- 3.15.4. Time Illusions
- 3.15.5. Attention and Memory
- 3.15.6. State of Mind
- 3.15.7. Time Management
- 3.15.8. Being Proactive
- 3.15.9. Being 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. The Income Statement

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. The Capital Budget
- 4.6.3. The Operating Budget
- 4.6.5. Treasury Budget
- 4.6.6. Budget Monitoring

4.7. Treasury Management
- 4.7.1. Accounting Working Capital and Necessary Working Capital
- 4.7.2. Calculation of Operating 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. The Money Market
- 4.15.2. The Fixed Income Market
- 4.15.3. The Equity Market
- 4.15.4. The Foreign Exchange Market
- 4.15.5. The Derivatives Market

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

4.17. 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. Operations Management

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

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

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

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

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

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

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

5.9. Supply Chain Management
- 5.9.1. The Concept of Supply Chain Management (SCM)
- 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 for 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 Systems and Corporate Strategy
- 6.5.2. Strategic Planning of Information Systems
- 6.5.3. Phases of Information Systems Strategic Planning

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

6.7. Exploring the Information
- 6.7.1. SQL: Relational Databases. Basic Concepts
- 6.7.2. Networks and Communications
- 6.7.3. Operational System: Standardized Data 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. BI in the Different Departments of the Company
- 6.9.4. Reasons to Invest in BI

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

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

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

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

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

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

Module 7. Commercial Management, Strategic Marketing and Corporate Communication

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

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

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

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

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

7.6. Digital Marketing to Reinforce 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 to Launch an Online Marketing Campaign
- 7.9.3. Mistakes in Digital Advertising Campaigns

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

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

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

7.13. Corporate Communication
- 7.13.1. Concept
- 7.13.2. The Importance of Communication in the Organization
- 7.13.3. Type of Communication in the Organization
- 7.13.4. Functions of Communication in the Organization
- 7.13.5. 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 HR
- 7.14.2. Internal Communication Tools and Supports"
- 7.14.3. Internal Communication Plan

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

Module 8. Market Research, Advertising and Commercial Management

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

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

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

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

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

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

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

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

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

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

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

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

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

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

8.15. 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 Strategy
- 9.2.1. Strategic Intelligence and Innovation
- 9.2.2. Innovation from Strategy

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

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

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

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

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

9.10. 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. Managerial Skills

11.1. Public Speaking and Spokesperson Education
- 11.1.1. Interpersonal Communication
- 11.1.2. Communication Skills and Influence
- 11.1.3. Communication Barriers

11.2. Communication and Leadership
- 11.2.1. Leadership and Leadership Styles
- 11.2.2. Motivation
- 11.2.3. Skills and Abilities of the Leader 2.0

11.3. Personal Branding
- 11.3.1. Strategies for Personal Brand Development
- 11.3.2. Personal Branding Laws
- 11.3.3. Tools for Creating Personal Brands

11.4. Team Management
- 11.4.1. Work Teams and Management Meetings
- 11.4.2. Managing Change Processes
- 11.4.3. Managing Multicultural Teams
- 11.4.4. Coaching

11.5. Negotiation and Conflict Resolution
- 11.5.1. Effective Negotiation Techniques
- 11.5.3. Interpersonal Conflicts
- 11.5.3. Intercultural Negotiation

11.6. Emotional Intelligence
- 11.6.1. Emotional Intelligence and Communication
- 11.6.2. Assertiveness, Empathy and Active Listening
- 11.6.3. Self-Esteem and Emotional Language

11.7. Relational Capital: Coworking
- 11.7.1. Managing Human Capital
- 11.7.2. Performance Analysis
- 11.7.3. Managing Equality and Diversity
- 11.7.4. Innovation in People Management

11.8. Time Management
- 11.8.1. Planning, Organization and Control
- 11.8.2. The Methodology of Time Management
- 11.8.3. Action Plans
- 11.8.4. Tools for Efficient Time Management

11.9. Game Theory

11.10. Strategic Change Management

Module 12. Organization, People and Organizational Culture

12.1. Organizations, Typology and Key Aspects
- 12.1.1. Taxonomy of Organizations According to Size/Scale and Functions Large Corporation vs. Medium-Sized Company
- 12.1.2. Individual Case: Start Up

12.2. The Function of Human Resources
- 12.2.1. Enclave in the Organization
- 12.2.2. Main HR Function Constraints
  - 12.2.2.1. Legal
  - 12.2.2.2. Organizational
  - 12.2.2.3. Talent
- 12.2.3. Main Attributions

12.3. Internal Departments
- 12.3.1. Talent Management
- 12.3.2. Performance Management
- 12.3.3. Education and Development
- 12.3.4. Corporate Culture

12.4. Dimensioning of Departments
- 12.4.1. Value Chain
- 12.4.2. Gap Analysis People - Positions
- 12.4.3. Scope of Work and Dimensioning

12.4.4. Efficiency Levers
12.4.4.1. Redefinition of the Service Catalog
12.4.4.2. Consolidation
12.4.4.3. Automation
12.4.4.4. Outsourcing
12.5. Productivity, Attraction, Retention and Activation of Talent
12.5.1. Productivity
12.5.2. Levers for Productivity
12.5.3. Talent Attraction, Retention and Attraction Levers
12.6. Monetary Compensation vs. Non-Cash
12.6.1. Wage Band Models
12.6.2. Non-Cash Compensation Models
12.6.2.1. Working Model
12.6.2.2. Corporate Community
12.6.2.3. Company Image
12.6.3. Monetary Compensation vs. Non-Cash
12.7. Corporate Culture
12.7.1. Alignment of Culture and Strategic Objectives
12.7.2. Structure of a Typical Project
12.7.3. Corporate Culture and its Implementation
12.8. Change Management
12.8.1. Analysis Components in Change Management
12.8.2. Importance of Change Management in Complex Projects
12.8.3. Structure of a Typical Project
12.9. Transformation in Complex Corporate Environments
12.9.1. The Transformation
12.9.2. Structure of a Typical Project
12.9.3. Transformation Enablers
12.10. Transformation. Change Management
12.10.1. Main Differences in Project
12.10.2. Change Manager Role vs. Transformation Manager
12.10.3. Management Tools

Module 13. Corporate Finance I

13.1. Introduction to Corporate Finance
13.1.1. Financial Environment of the Company
13.1.1.1. The Company's Financial Objective
13.1.1.2. The Company's Financial Needs
13.1.2. The Role of Financial Management
13.2. Investments in a Company
13.2.1. Classification of Investments in the Company
13.2.2. Phases for Analyzing Investments
13.3. Assessment of Investments
13.3.1. Investment Appraisal: NPV, IRR and Payback
13.3.1.1. The Annual Net Present Value (NPV) Criteria
13.3.1.2. The Internal Rate of Return (IRR) Criteria
13.3.1.3. Acceptance and Management of Investment Projects According to NPV and IRR Criteria
13.3.1.4. The Recovery Period Criteria (Recovery)
13.4. Analysis of the Variables Involved in Investment Decision-Making
13.4.1. Criteria for the Determination of Cash Flows
13.4.1.1. Criteria for the Construction of Cash Flows
13.4.1.2. General Structure for the Construction of Cash Flows
13.4.1.3. Cash Flow Classification
13.4.1.4. Residual or Scrap Value
13.5. Company Financing
13.5.1. Sources of Financing
13.5.2. Types of Financing Costs
13.5.2.1. Equity Cost of Capital
13.5.2.2. Cost of Debt
13.5.2.3. The Weighted Average Cost of Capital (WACC) in the Valuation of Investment Projects

13.6. The Capital Structure
- 13.6.1. Optimal Capital, Shareholders and Taxes
  - 13.6.1.1. Capital Structure: Theories and Concepts
  - 13.6.1.2. Maximizing Firm Value Versus Maximizing Shareholder Interests
  - 13.6.1.3. The Influence of Taxes on Capital Structure Decisions
  - 13.6.1.4. Limits on the Use of Debt

13.7. Bond Valuation
- 13.7.1. Bond Investment Strategies
  - 13.7.1.1. Bond Investment Concepts, Classification and Strategies
  - 13.7.1.2. Market Interest Rate Behavior
  - 13.7.1.3. Basic Bond Valuation Model
  - 13.7.1.4. Yield and Return Measures

13.8. Stock Valuation
- 13.8.1. Stock Market
- 13.8.2. Stock Valuation

13.9. Investments at Risk
- 13.9.1. Risk Classification
- 13.9.2. The Markowitz Optimal Investment Portfolio
- 13.9.3. Risk and Return. The CAPM Model

Module 14. Corporate Finance II

14.1. The Strategic Vision of Corporate Finance
- 14.1.1. Corporate Finance Strategies in a Globalized World
- 14.1.2. Operating Leverage and Financial Leverage
  - 14.1.2.1. Operating Leverage
  - 14.1.2.2. Financial Leverage

14.2. Dividend Payment Policy
- 14.2.1. Dividend Policy

14.3. Types of Debt
- 14.3.1. Internal Financing
  - 14.3.1.1. Short-Term
  - 14.3.1.2. In the Long-Term
- 14.3.2. External Financing
  - 14.3.2.1. Short-Term
  - 14.3.2.2. In the Long-Term

14.4. Self-Financing in the Company
- 14.4.1. Types of Self-Financing
  - 14.4.1.1. Self-Financing for Maintenance or Replenishment
  - 14.4.1.2. Self-Financing by Enrichment
  - 14.4.1.3. Advantages and Disadvantages of Self-Financing
  - 14.4.1.4. The Multiplier Effect of Self-Financing

14.5. Financial Statements and Use of Financial Ratios
- 14.5.1. Importance of Financial Statements
  - 14.5.1.1. The Report to the Shareholders
  - 14.5.1.2. The Use of Financial Ratios
    - 14.5.1.2.1. Liquidity Ratios
    - 14.5.1.2.2. Activity Ratios
    - 14.5.1.2.3. Debt Ratios
    - 14.5.1.2.4. Profitability Ratios
    - 14.5.1.2.5. Market Ratios

14.6. Investments at Risk
- 14.6.1. Risk Classification
  - 14.6.1.1. Measurement and Classification of Risk
  - 14.6.1.2. Beta
  - 14.6.1.3. Markowitz Portfolio Theory
  - 14.6.1.4. The Sharpe Ratio
  - 14.6.1.5. Risk and Return. The CAPM Model

14.7. Mergers and Acquisitions
- 14.7.1. Motivations for Mergers and Acquisitions
- 14.7.2. Financial Formulas for the Acquisition of Companies
  - 14.7.2.1. The Acquisition Process
  - 14.7.2.2. The Merger Process

14.8. Corporate Governance
- 14.8.1. Corporate Governance Objective and Functions
  - 14.8.1.1. Corporate Governance and Agency Costs
  - 14.8.1.2. Oversight by the Board of Directors
  - 14.8.1.3. Compensation Policies
  - 14.8.1.4. Agency Conflict Management

14.9. International Corporate Finance
- 14.9.1. Capital Markets
  - 14.9.1.1. Internationally Integrated
  - 14.9.1.2. Internationally Segmented
- 14.9.2. Exchange Rate Risk

14.10. Valuation and International Levies

Module 15. International Finance

15.1. Business and International Strategy
- 15.1.1. Internationalization
- 15.1.2. Globalization
- 15.1.3. Growth & Development in Emerging Markets
- 15.1.4. International Monetary System

15.2. Foreign Exchange Market
- 15.2.1. Foreign Exchange Transactions
- 15.2.2. The Forward Foreign Exchange Market
- 15.2.3. Derivative Instruments for Hedging Exchange Rate and Interest Rate Risks
- 15.2.4. Currency Appreciation and Depreciation

15.3. International Payment and Collection Methods
- 15.3.1. Transfer, Payment Order and Remittance
- 15.3.2. Documentary Clauses and Credits
- 15.3.3. Factoring, International Swap and Other Means

15.4. Financing Operations in International Markets
- 15.4.1. Incoterms
- 15.4.2. Derivative Instruments to Hedge Possible Fluctuations in the Price of Raw Materials
- 15.4.3. Export Credits With Official Support
- 15.4.4. Hedging with Swap Contracts
- 15.4.5. The OECD Consensus

15.5. International Financial Institutions
- 15.5.1. The Fund for the Internationalization of the Company
- 15.5.2. The World Bank Group
- 15.5.3. The Inter-American Development Bank
- 15.5.4. Caribbean Development Bank

15.6. Formation of Exchange Rates
- 15.6.1. Interest Rate Parity Theory
- 15.6.2. Theory of Exchange Rate Expectations
- 15.6.3. Purchasing Power Parity (PPP) Theory
- 15.6.4. Capital Market Balance

15.7. Debt Conversion Programs
- 15.7.1. Legal Framework
- 15.7.2. Operation
- 15.7.3. Conversion of Debt into Public Investments
- 15.7.4. Conversion of Debt into Private Investments

15.8. International Stock Market
- 15.8.1. Wall Street Market (New York)
- 15.8.2. Gold Market
- 15.8.3. World External Debt
- 15.8.4. Paris Club
- 15.8.5. ADR and GDR Securities Market

Module 16. International People Management and Diversity Management

16.1. Talent Management in International Companies
- 16.1.1. Global Vision of Talent Management
- 16.1.2. Talent Map of an Organization
- 16.1.3. Cultural Trends and Internationalization
- 16.1.4. Internationalization of Talent Management

16.2. International Career Management
- 16.2.1. International Professional Profile
- 16.2.2. Global Mobility
- 16.2.3. Expatriate Management

16.3. Diversity Management
- 16.3.1. Working With Diversity
- 16.3.2. Diversity, CSR and Coaching
- 16.3.3. Managing Equality and Diversity
- 16.3.4. Managing Multicultural Teams

16.4. New Industrial Relations Framework
- 16.4.1. Industrial Reform
- 16.4.2. Negotiation of the Collective Bargaining Agreement
- 16.4.3. Strategic Relations With the Syndicates
- 16.4.4. Industrial Relations and Business Restructures

16.5. HR Marketing: An International Vision
- 16.5.1. Employer Branding
- 16.5.2. HR Customer Experience

16.6. Multinationals and Human Rights
- 16.6.1. Globalization, Human Rights and Multinational Companies
- 16.6.2. Multinational Companies and International Law
- 16.6.3. Specific Legal Instruments

16.7. Expatriate Management
- 16.7.1. Managing the Expatriation Process
- 16.7.2. Repatriation
- 16.7.3. Individual Skills for Success in International Destinations

16.8. Expatriate Compensation
- 16.8.1. Economic Compensation
- 16.8.2. Place and Currency of Payment
- 16.8.3. Tax Policies

Module 17. Management of International Operations

17.1. Overview. International Trade
- 17.1.1. Introduction
- 17.1.2. Historical Overview of Concepts
- 17.1.3. International Institutions

17.2. International Market Analysis
- 17.2.1. Market Research Formulas
- 17.2.2. Factors to Consider: the Macro-Environment
- 17.2.3. Cultural and Legal Factors
- 17.2.4. Political Factors

17.3. Focus on Presence in Foreign Markets and e-Commerce
- 17.3.1. Introduction
- 17.3.2. Direct and Indirect Exports
- 17.3.3. E-Commerce

17.4. Trade Protectionism: Customs
- 17.4.1. Customs Valuation
- 17.4.2. Customs Codes and International Cooperation
- 17.4.3. Tariff-Related Figures

17.5. International Cooperation on Non-Tariff Measures
- 17.5.1. Traditional Measures
- 17.5.2. International Cooperation on Non-Tariff Measures
- 17.5.3. Trade Defense Measures: Anti-Dumping Rights
- 17.5.4. Emerging Issues: Protection of Intellectual Property Rights, Trade in Services and Environmental Protection

17.6. Contractual Formulas
- 17.6.1. International Sales Contract
- 17.6.2. International Regulation of the Sales Contract
- 17.6.3. Other Contracts Used in International Commercial Relations

17.7. Foreign Direct Investment Flows
- 17.7.1. Multinational Companies
- 17.7.2. International Cooperation with Respect to Foreign Direct Investments (FDI)
- 17.7.3. Assessment of the Aspects to Be Considered with Respect to Foreign Investment Decisions

17.8. Analysis of the International Chamber of Commerce's (ICC) International Terms of Trade (INCOTERMS)
- 17.8.1. What Are the INCOTERMS?
- 17.8.2. What Aspects Do the INCOTERMS Regulate?
- 17.8.3. Analysis of ICC INCOTERMS
- 17.8.4. Documentation Associated with International Contracts

17.9. International Supply Chain Management
- 17.9.1. What Is Meant by International Logistics?
- 17.9.2. Logistics Chain Management
- 17.9.3. Logistics Chain Management

17.10. International Marketing
- 17.10.1. Product Adaptation
- 17.10.2. Pricing Policies
- 17.10.3. International Distribution and Communication
- 17.10.4. International Marketing Management

Module 18. International Commercial Planning, Control and Management

18.1. International Commercial Planning and Management Fundamentals
- 18.1.1. Introduction
- 18.1.2. Strategic Management and Planning in the International Company
- 18.1.3. The International Commercial Plan

18.2. Globalization and Analysis of International Environments
- 18.2.1. Globalization and International Economic Blocs
- 18.2.2. Levels of Environments: International Macro-Environment and Micro-Environment
- 18.2.3. Instruments for the Analysis and Evaluation of International Environments

18.3. Globalization and Analysis of International Environments
- 18.3.1. Introduction
- 18.3.2. Globalization and International Economic Blocs
- 18.3.3. Conclusions

18.4. Planning, Control and Management of International Commercial Teams
- 18.4.1. Control for International Environments: Importance and Design Parameters
- 18.4.2. Organizational Performance Evaluation for International Environments
- 18.4.3. The Business Control Process for International Environments

18.5. Coordination of International Commercial Teams
- 18.5.1. Introduction
- 18.5.2. Cultural Aspects in the Management of International Commercial Teams
- 18.5.3. Theories of Conflict in Team Management
- 18.5.4. Management Control Indicators for International Commercial Teams

18.6. Achieving Sales and Negotiation Skills in International Commercial Teams
- 18.6.1. Introduction
- 18.6.2. The Sales Process for International Commercial Teams
- 18.6.3. Characteristics of Companies with International Commercial Teams
- 18.6.4. Negotiation in the Management of International Commercial Teams

18.7. Fundamentals of Communication in International Commercial Management
- 18.7.1. Introduction
- 18.7.2. The International Commercial Plan
- 18.7.3. Levels of Strategic and Managerial Decision Making in the International Firm

18.8. Control Strategies for International Commercial Management
- 18.8.1. Introduction
- 18.8.2. Control for International Environments: Importance and Design Parameters
- 18.8.3. The Business Control Process for International Environments

18.9. Conflict Negotiation in International Commercial Teams
- 18.9.1. Conflict in Team Management: Concept, Types and Characteristics of Conflicts
- 18.9.2. Theories of Conflict in Team Management
- 18.9.3. Conflict Resolution Techniques in International Commercial Management

18.10. Management for International Commercial Teams
- 18.10.1. Introduction. Management for International Commercial Teams
- 18.10.2. Characteristics of Companies with International Commercial Teams
- 18.10.3. Management Control Indicators for International Commercial Teams

Module 19. International Marketing

19.1. International Market Research
- 19.1.1. Emerging Markets Marketing
- 19.1.2. PES Analysis
- 19.1.3. What, How and Where to Export
- 19.1.4. International Marketing-Mix Strategies

19.2. International Segmentation
- 19.2.1. Criteria for Market Segmentation at the International Level
- 19.2.2. Market Niches
- 19.2.3. International Segmentation Strategies

19.3. International Positioning
- 19.3.1. Branding in International Markets
- 19.3.2. Positioning Strategies in International Markets

19.4. Product Strategies in International Markets
- 19.4.1. Product Modification, Adaptation and Diversification
- 19.4.2. Global Standardized Products
- 19.4.3. The Product Portfolio

19.5. Prices and Exports
- 19.5.1. Export Prices Calculation
- 19.5.2. Incoterms
- 19.5.3. International Price Strategy

19.6. Quality in International Marketing
- 19.6.1. Quality and International Marketing
- 19.6.2. Standards and Certifications
- 19.6.3. CE Marking

19.7. International Promotion
- 19.7.1. The International Promotion MIX
- 19.7.3. Advertising and Publicity
- 19.7.4. International Fairs
- 19.7.5. Country Branding

19.8. Distribution through International Channels
- 19.8.1. Channel and Trade Marketing
- 19.8.2. Export Consortiums
- 19.8.3. Types of Exports and Foreign Trade

Module 20. International Taxation

20.1. Basic Principles of International Taxation
- 20.1.1. Introduction to International Taxation
- 20.1.2. Residence Principle vs. Source
- 20.1.3. International Double Taxation, Concepts, Types and Solutions

20.2. Sources of International Taxation. International Treaties and Double Taxation Conventions
- 20.2.1. Sources of International Taxation
- 20.2.2. What Is an International Treaty?
- 20.2.3. Double Taxation Agreements
- 20.2.4. The OECD and UN Model Agreements
- 20.2.5. Soft Law
- 20.2.6. European Union Law
- 20.2.7. Domestic Law

20.3. Interpretation of Double Taxation Agreements
- 20.3.1. Primacy of the Double Taxation Agreement over Domestic Law
- 20.3.2. Interpretation of Double Taxation Agreements
- 20.3.3. Scope of Application of DTAs

20.4. Non-Resident Income Tax. General Non-Resident Income Tax Rules
- 20.4.1. Non-Resident Income Tax
- 20.4.2. Interpretation of Non-Resident Income Tax
- 20.4.3. Personal Elements
- 20.4.5. Taxable Event

20.5. Non-Resident Taxation Without Permanent Establishment
- 20.5.1. Determination of the Tax Liability on Income Obtained without a Permanent Establishment

20.6. Taxation of Non-Residents with Permanent Establishment
- 20.6.1. Existence of Permanent Establishment
- 20.6.2. Income Attributable to the Permanent Establishment
- 20.6.3. Determination of the Taxable Income
- 20.6.4. Tax Liability
- 20.6.5. Tax Period and Accrual
- 20.6.6. Tax Declaration

20.7. Entities under the Income Attribution Regime (ERAR)
- 20.7.1. Entities under the Income Attribution System Incorporated Abroad

20.8. Non-Resident in European Union vs Rest of the World Comparison
- 20.8.1. The Rights Derived from Being an EU Resident in Relation to the Non-Resident Income Tax
- 20.8.2. Differences in the Non-Resident Income Tax Scheme between Residents in the EU and Residents in the Rest of the World
- 20.8.3. Option for Taxpayers Residents of Other European Union States

20.9. Formal Obligations
- 20.9.1. Model 206
- 20.9.2. Model 216
- 20.9.3. Model 210
- 20.9.4. Model 211
- 20.9.5. Model 213

Module 21. Project Planning

21.1. The Project and Its Relationship with Management
- 21.1.1. The Project and Project Management
  - 21.1.1.1. The Project
  - 21.1.1.2. Management
  - 21.1.1.3. The Lifecycle
  - 21.1.1.4. Roles in Project Management
  - 21.1.1.5. Benefits of Project Management
- 21.1.2. Types of Projects
  - 21.1.2.1. Processes
  - 21.1.2.2. Integration and Technology
  - 21.1.2.3. Strategy
- 21.1.3. Project Organization

21.2. Relevant Considerations in Project Management
- 21.2.1. PMBOK
  - 21.2.1.1. Relevant Aspects
  - 21.2.1.2. Main Benefits
- 21.2.2. Value Realization Office
  - 21.2.2.1. Relevant Aspects
  - 21.2.2.2. Main Benefits
- 21.2.3. Waterfall
  - 21.2.3.1. Relevant Aspects
  - 21.2.3.2. Main Projects for Which This Methodology Is Intended
  - 21.2.3.3. Main Benefits
- 21.2.4. AGILE
  - 21.2.4.1. Relevant Aspects
  - 21.2.4.2. Main Projects for Which This Methodology Is Intended
  - 21.2.4.3. Main Benefits

21.3. Scope and Expectation Management
- 21.3.1. Scope Management Plan
  - 21.3.1.1. The Scope
  - 21.3.1.2. Main Features
  - 21.3.1.3. Verify the Scope
- 21.3.2. Expectation Management
  - 21.3.2.1. Identify Customer Expectations
  - 21.3.2.2. Scope vs. Expectations
  - 21.3.2.3. Verify and Close the Final Scope
- 21.3.3. Risks and Benefits

21.4. Project Planning
- 21.4.1. Planning a Project
  - 21.4.1.1. Planning of Objectives, Activities and Major Milestones
  - 21.4.1.2. Planning of Key Deliverables
  - 21.4.1.3. Planning Tools (Dashboard)
- 21.4.2. Equipment Planning
  - 21.4.2.1. Resource Estimation Techniques and Tools (Top-Down, Bottom-Up, Delphi Estimation, Parametric Estimation, etc.)
  - 21.4.2.2. Estimation of Resources: Roles, Responsibilities and Costs
  - 21.4.2.3. Service Continuity Plan
- 21.4.3. Time Planning
  - 21.4.3.1. Sequencing of Activities
  - 21.4.3.2. Development of the Work Schedule
  - 21.4.3.3. Control of the Work Schedule

21.5. Team Management (HR)
- 21.5.1. Team Plan
  - 21.5.1.1. People Plan
  - 21.5.1.2. Selection of the Project Team
  - 21.5.1.3. Performance Evaluation Systems
- 21.5.2. Develop the Project Team
  - 21.5.2.1. Acquisition of Equipment
  - 21.5.2.2. Assigning the Team to the Project
- 21.5.3. Project Team Management
  - 21.5.3.1. Need to Coordinate and Lead the Team Effectively
  - 21.5.3.2. Collaborative Team Work Management Tools
  - 21.5.3.3. Conflict Management
  - 21.5.3.4. Service Continuity Plan
  - 21.5.3.5. Feedback and Assessment of Team Performance

21.6. Cost Management
- 21.6.1. Cost Estimates
  - 21.6.1.1. Cost Management Plan
  - 21.6.1.2. Project Cost Estimation
  - 21.6.1.3. Cost Management Techniques and Tools
- 21.6.2. The Budget
  - 21.6.2.1. Determination of the Budget
  - 21.6.2.2. Budget Selection Methodologies
  - 21.6.2.3. Techniques and Tools for Budget Definition
- 21.6.3. Cost Control
  - 21.6.3.1. Cost Control Objectives
  - 21.6.3.2. Measuring the Progress of Project Posts
  - 21.6.3.3. Cost Control Techniques and Tools

21.7. Communications Management
- 21.7.1. Stakeholder Identification
  - 21.7.1.1. Identification of Internal and External Agents
  - 21.7.1.2. Identification of Stakeholder Expectations
  - 21.7.1.3. Techniques and Tools for Stakeholder Identification and Categorization
- 21.7.2. The Communication Plan
  - 21.7.2.1. Identification of Main Messages for Each Agent Typology
  - 21.7.2.2. Identification and Definition of the Main Communication Channels
  - 21.7.2.3. Communication Requirements Analysis
  - 21.7.2.4. Communication Typology: Verbal-Written / Formal-Informal
  - 21.7.2.5. Communication Techniques and Tools
- 21.7.3. Control of Communication Actions
  - 21.7.3.1. Action Planning (Timeline, Resources, Deadlines, Expected Results, etc.)
  - 21.7.3.2. Communication Actions Control Tools
  - 21.7.3.3. Measuring the Results of Communication Actions

21.8. Quality Management
- 21.8.1. Quality Analysis and Quality Control
  - 21.8.1.1. Quality Management
  - 21.8.1.2. Expected Achievements
  - 21.8.1.3. Quality Measurement Indicators (Standards)
- 21.8.2. Quality Assurance Actions
  - 21.8.2.1. Planning of Review Activities: Monthly and Annual Reports, etc.
  - 21.8.2.2. Quality Audits
  - 21.8.2.3. Continuous Improvement
- 21.8.3. Project Quality Control
  - 21.8.3.1. Quality Feedback Tools for Deliverables Quality
  - 21.8.3.2. Management of Conformities and Non-Conformities of Deliverables
  - 21.8.3.3. Peer Review and Its Main Benefits
  - 21.8.3.4. Measuring the Quality of Deliverables

21.9. Risk Management
- 21.9.1. Risk Planning
  - 21.9.1.1. Risk Management Planning
  - 21.9.1.2. Identification of Risks
  - 21.9.1.3. Risk Categorization Tools
- 21.9.2. Monitoring of the Contingency Plan
  - 21.9.2.1. Quantitative and Qualitative Risk Analysis
  - 21.9.2.2. Probability and Impact Assessment
  - 21.9.2.3. Monitoring Tools
- 21.9.3. Risk Monitoring and Control
  - 21.9.3.1. Risk Register: Owners, Actions, Symptoms, Risk Levels
  - 21.9.3.2. Mitigation Action Planning
  - 21.9.3.3. Audit and Monitoring of Risks
  - 21.9.3.4. Monitoring of the Results of the Implemented Action Plans
  - 21.9.3.5. Risk Re-Evaluation

21.10. Project Closure and Change Management
- 21.10.1. Change Management
  - 21.10.1.1. Knowledge Transfer
  - 21.10.1.2. Phases of Knowledge Transfer
  - 21.10.1.3. Knowledge Transfer Planning: Training, Materials, etc.
- 21.10.2. Project Closure
  - 21.10.2.1. Collection of Information
  - 21.10.2.2. Final Analysis and Main Conclusions
  - 21.10.2.3. The Closing Meeting
  - 21.10.2.4. Analysis of the Following Steps
- 21.10.3. The Impact of the Project
  - 21.10.3.1. The Importance of Measuring the Impacts Obtained
  - 21.10.3.2. Impact within the Organization
  - 21.10.3.3. Customer Impact Management

Module 22. Business & International Strategy

22.1. Business & International Strategy
- 22.1.1. Internationalization
- 22.1.2. Growth & Development in Emerging Markets
- 22.1.3. International Monetary System

22.2. Strategic Management of International Business
- 22.2.1. Internationalization in the New World Order
- 22.2.2. The Influence of Culture on International Business
- 22.2.3. Market and Country Selection
- 22.2.4. Offshoring

22.3. Internationalization Strategies
- 22.3.1. Reasons and Requirements for Foreign Market Expansion
- 22.3.2. Strategic Partnerships in the International Expansion Process
- 22.3.3. Ways to Enter New International Markets

22.4. Internationalization Decisions
- 22.4.1. Market Research and Decision-Making
- 22.4.2. Choice of Location and Mode of Operation
- 22.4.3. Choice of the Appropriate Legal Form

22.5. Stages of the Internationalization Process
- 22.5.1. International Demand Analysis
- 22.5.2. Export Potential Diagnosis
- 22.5.3. Internationalization Planning
- 22.5.4. Export Stages

22.6. Internationalization by Type of Company
- 22.6.1. Product Companies and Service Companies
- 22.6.2. Internationalized Companies and Multinational Corporations
- 22.6.3. SMEs and their Internationalization Model

22.7. Obstacles to Internationalization
- 22.7.1. Legal Restrictions
- 22.7.2. Logistical, Financial and Commercial Obstacles
- 22.7.3. Obstacles to Direct Investment

22.8. Cross-Cultural Management
- 22.8.1. Cultural Dimension of International Management
- 22.8.2. Globalization in Business Management
- 22.8.3. Inter-Cultural Leadership

22.9. International Diversity and Performance

22.10. Variety of Products and Markets

You will acquire a comprehensive view of global dynamics, strengthening your ability to identify business opportunities, mitigate risks and lead effectively in international markets"

04

Teaching Objectives

Through this program, graduates will develop key competencies in areas such as business strategy, financial management, leadership and sustainability, with a practical focus on informed decision making. It will also seek to enable entrepreneurs to identify and take advantage of opportunities in international markets, manage resources efficiently, and apply technological innovations to maintain competitiveness. Business leaders will also be prepared to face the challenges of top management in the global context, ensuring their ability to lead companies in a strategic and sustainable manner.

You will focus on the latest trends in business management, understanding the changes in the global marketplace, and how top management must respond to the complexity of international scenarios"

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
- Follow the sustainability criteria set by international standards when developing a business plan
- Develop strategies for making decisions in a complex and unstable environment
- Create corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives
- Develop the skills required to manage business activities strategically
- Design innovative strategies and policies to improve management and business efficiency
- Understand the best way to manage the company's human resources, getting greater performance from employees that, in turn, increases the company's profits
- 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
- Understand 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
- Be able to apply information and communication technologies to the different areas within an organization
- Carry out the marketing strategy that allows us to make our product known to our potential clients and to generate a suitable image of our company
- Be able to develop all phases of a business idea: design, feasibility plan, execution, follow-up, etc.
- Create innovative strategies in line with our projects
- Design strategies to identify, analyze and develop business opportunities in international markets
- Implement operations and strategic activities in International Business
- Structure and manage international businesses
- Implement technology and information systems to gain a competitive advantage
- Develop the skills necessary to create and manage multinational projects
- Design strategies to manage human resources in a diverse and international environment
- Analyze the political, economic, legal and cultural aspects of the international environment and their consequence on the success of the company
- Identify the financial risks and opportunities involved in international business
- Gain in-depth knowledge of the foreign exchange markets
- Be able to successfully participate in financing operations in international markets

Specific Objectives

Module 1. Leadership, Ethics and Social Responsibility in Companies

- Develop ethical leadership skills that integrate corporate social responsibility principles in decision making
- Train in the implementation of social responsibility policies that generate a positive impact on the community and the environment

Module 2. Strategic Management and Executive Management

- Delve into the formulation and execution of effective business strategies
- Obtain skills in the management of management teams to improve organizational performance

Module 3. People and Talent Management

- Delve into the effective management of human talent, focusing on the attraction, development and retention of key employees
- Be able to create and manage high-performance teams aligned with organizational objectives

Module 4. Economic and Financial Management

- Manage innovative tools for making strategic financial decisions that optimize resources and ensure the company's profitability
- Train in the preparation and management of budgets, financial reports and project feasibility analysis

Module 5. Operations and Logistics Management

- Develop skills in the planning, coordination and control of logistics operations within the supply chain
- Optimize operational processes and reduce costs associated with business logistics

Module 6. Information Systems Management

- Strategically manage information systems to support organizational objectives
- Optimize decision making through the effective use of information systems

Module 7. Commercial Management, Strategic Marketing and Corporate Communication

- Train in the creation and execution of commercial and marketing strategies that align the business offer with market demands
- Develop skills in corporate communication management to strengthen brand image

Module 8. Market Research, Advertising and Commercial Management

- Master the use of tools and methodologies to conduct market research to identify business opportunities
- Manage effective advertising campaigns and make strategic decisions in commercial management

Module 9. Innovation and Project Management

- Develop the ability to manage innovative projects that add value and differentiate the company in the market
- Develop skills in the planning, execution and control of projects with a focus on innovation and sustainability

Module 10. Executive Management

- Obtain skills to lead management teams in dynamic and globalized business environments
- Train to make strategic decisions that optimize resources and improve organizational performance

Module 11. Managerial Skills

- Develop key leadership and decision-making skills in complex business contexts
- Improve communication skills, conflict resolution, team motivation and change management to enhance organizational performance

Module 12. Organization, People and Organizational Culture

- Understand organizational structure and the importance of corporate culture
- Gain skills to effectively manage human capital and foster a positive and productive work environment

Module 13. Corporate Finance I

- Delve into the fundamentals of corporate finance, providing the tools to make strategic financial decisions
- Manage risk and understand the capital structure, profitability and viability of investment projects at the corporate level

Module 14. Corporate Finance II

- Delve into the advanced aspects of corporate finance, with a focus on investment portfolio optimization, financial risk management, long-term financial planning
- Be able to perform analysis of the profitability and financial sustainability of companies

Module 15. International Finance

- Analyze financial management in an international context
- Delve into key aspects such as exchange rates, foreign exchange markets, international financing and risk assessment in international projects

Module 16. International People Management and Diversity Management

- Train in the management of international and diverse teams, addressing cultural integration, global leadership and best practices
- Manage diversity in multidisciplinary teams in an effective and adaptive manner

Module 17. Management of International Operations

- Develop skills to manage operations at an international level, including global supply chain coordination and international production management
- Optimize logistics processes to improve operational efficiency on a global scale

Module 18. International Commercial Planning, Control and Management

- Train in the planning and management of international business activities, using control techniques to maximize efficiency and profitability
- Manage the expansion of products and services in foreign markets

Module 19. International Marketing

- Develop effective international marketing strategies
- Adapt communication campaigns, segmentation and product positioning to the characteristics and demands of different global markets

Module 20. International Taxation

- Have a thorough understanding of international tax rules
- Analyze the implications of transnational taxation, tax planning and tax optimization strategies for companies operating in multiple countries

Module 21. Project Planning

- Develop skills in project planning and management, using methodologies and tools to ensure the proper execution of projects on time, on budget and on budget
- Manage risks and resources efficiently

Module 22. *Business & International Strategy*

- Train in the formulation and execution of business strategies at a global level, considering the dynamics of international markets, cultural and economic challenges
- Delve into how companies can position themselves to compete effectively in the global scenario

You have at your disposal a wide range of learning resources, accessible 24 hours a day, 7 days a week"

05

Career Opportunities

Entrepreneurs will be prepared to hold senior management positions, such as CEO, CFO, or director of operations, in both national and international companies. In addition, they will have the ability to lead global expansion projects, manage teams in multicultural environments and develop business strategies in international markets. They will also be able to take on roles as strategic consultants, those responsible for digital transformation or experts in business sustainability, contributing to the growth and competitiveness of organizations seeking to consolidate themselves in an increasingly globalized world.

This program in Senior International Management will open up a range of highly competitive career opportunities, allowing you to take on key roles in global and multinational companies"

Graduate Profile

With a comprehensive and updated vision, the graduate will be prepared to make key decisions in areas such as financial management, innovation, sustainability and international expansion. Likewise, their profile will be characterized by a solid knowledge of global dynamics, the ability to manage multicultural teams and the ability to identify and take advantage of business opportunities in international markets. In addition, they will possess a strong ability to adapt to changing and uncertain environments, lead digital transformation processes and apply innovative approaches to optimize business efficiency.

You will be able to make decisions in uncertain and complex contexts, developing strategic competencies to anticipate economic, political and technological changes.

- **Strategic Leadership:** Lead multidisciplinary and multicultural teams, making key decisions that align organizational objectives with global dynamics and market needs.
- **Change Management and Adaptability:** Manage transformation processes within the company, adapting quickly to technological, economic and social changes
- **Critical Thinking and Problem Solving:** Analyze complex situations, identify risks and opportunities, and formulate effective solutions, making informed and strategic decisions in uncertain and unpredictable contexts.
- **Effective Communication:** Convey ideas, strategies, and messages clearly and persuasively, both internally and externally, in different contexts, ensuring that all are aligned with the company's objectives and values.

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

1. CEO (Chief Executive Officer): Responsible for overall management, leading strategic decision making, setting objectives and overseeing all operations to ensure organizational success in a global marketplace.
2. CFO (Chief Financial Officer): Oversees financial planning, accounting reporting, investments and fiscal strategies, with a focus on optimizing resources and maximizing economic performance.
3. COO (Chief Operating Officer): Responsible for the day-to-day operations of the company, ensuring that processes are efficient and aligned with strategic objectives, with a global vision to optimize production and resources.
4. **International Expansion Director:** Leader of global growth strategies, identifying business opportunities in international markets and managing the expansion and adaptation of the company in different countries.
5. **Director of Corporate Strategy:** Responsible for the formulation and implementation of long-term strategies, ensuring that business initiatives are aligned with global objectives.
6. **International Marketing Director:** Responsible for developing and executing marketing strategies to position products or services in international markets, working to build strong brands.
7. **International Human Resources Director:** Responsible for managing human talent in a global environment, designing hiring, training and retention policies that favor the development of multicultural teams.
8. **International Strategic Consultant:** Independent or consulting professional who advises companies on how to expand their global operations, optimize their business strategies and adapt to the challenges of the international market.
9. **Director of Innovation and Digital Transformation:** Leader in the management of innovation and digitalization projects within the company, ensuring the implementation of emerging technologies and the company's adaptation to the digital era.
10. **International Finance Director:** Specialist in global financial management, in charge of international investment management, foreign exchange risk management and analysis of global financial markets.

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.

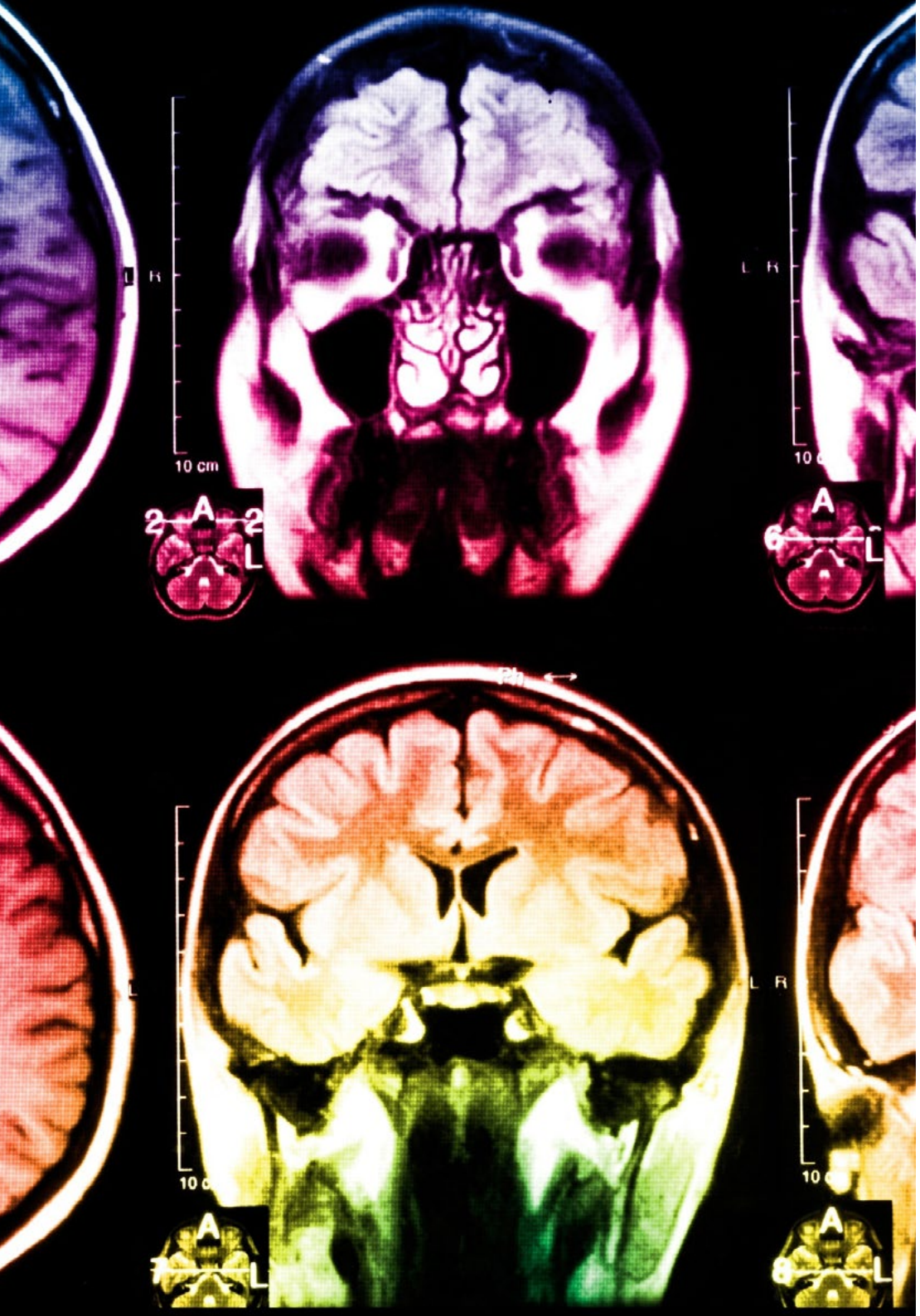
In order to facilitate tutor-student contact as much as possible, you will have a wide range of communication possibilities, both in real time and delayed (internal messaging, telephone answering service, email contact with the technical secretary, chat and videoconferences).

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.

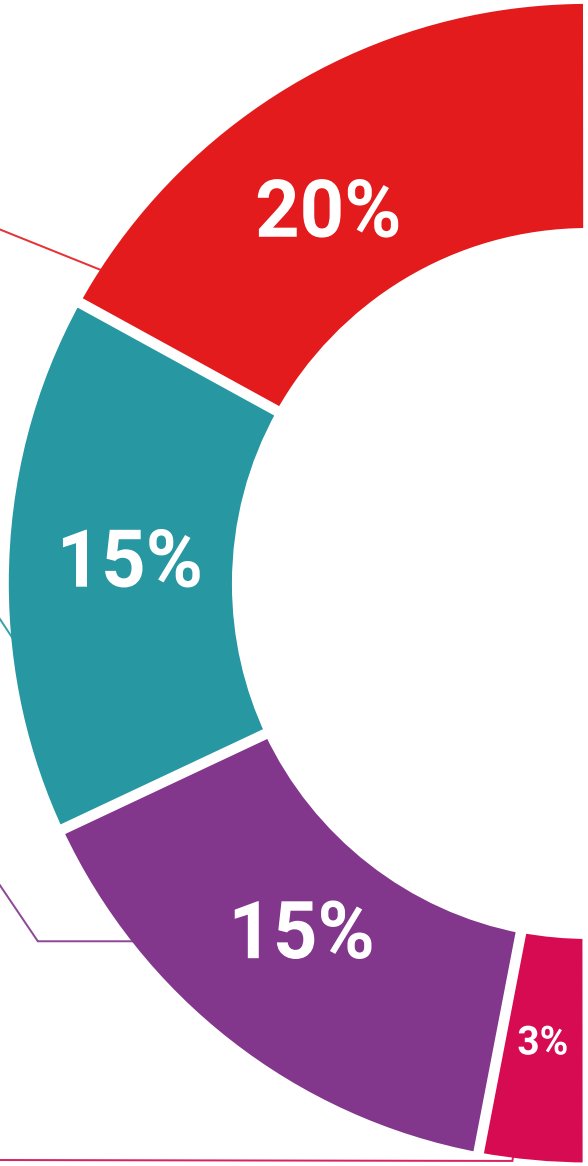
Interactive Summaries

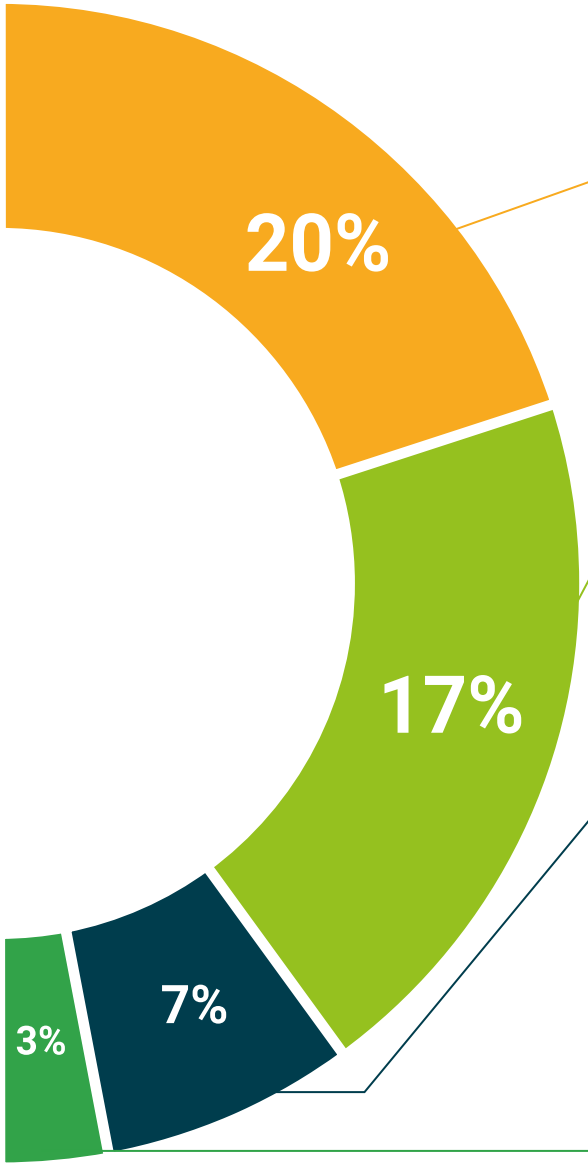
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

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

The teaching staff of the program in Senior International Management is composed of a team of renowned professionals with extensive experience in both academia and the business world. In fact, they are experts in various areas of international management, from corporate strategy and leadership to sustainability, finance and global marketing. In addition, they have a strong background in multinational business management and international project implementation, which will allow graduates to benefit from a practical and cutting-edge approach.

The diversity of the faculty will provide a comprehensive and up-to-date vision, ensuring that graduates receive high quality training adapted to the challenges and opportunities of the global environment"

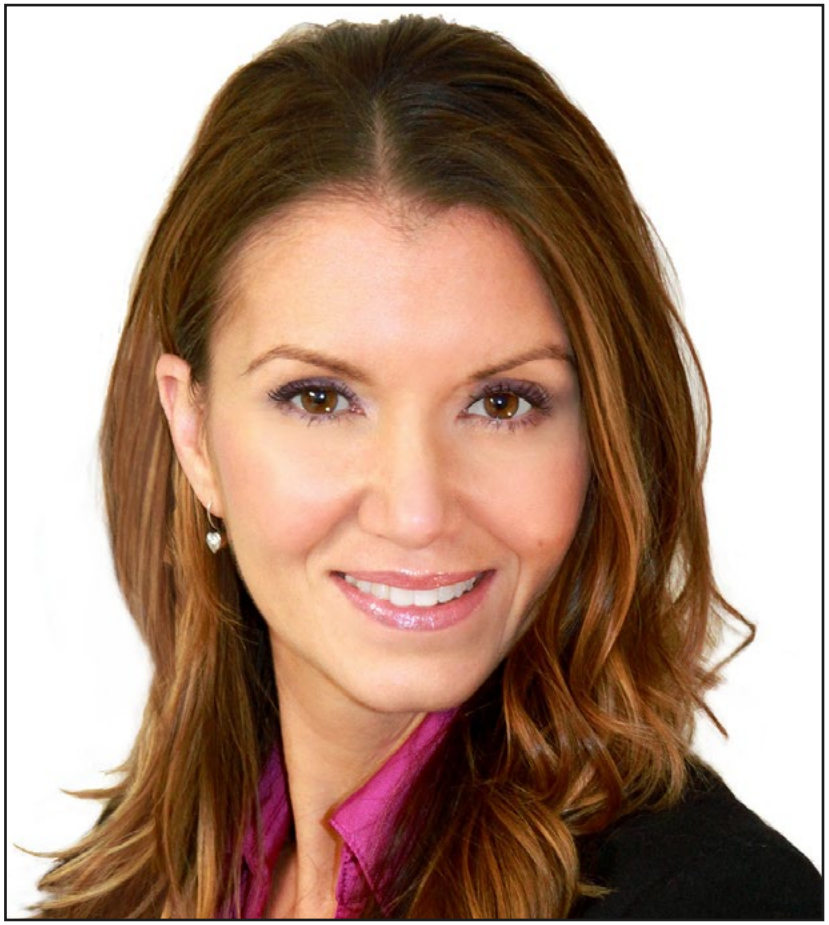
International Guest Director

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

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

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

On the other hand, 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

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

International Guest Director

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

He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at **Amazon** has allowed him to manage and integrate the company's IT services in the United States. At **Microsoft** he 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

Internationally renowned experts will provide you with a holistic review of today's most important innovations in the management and business world"

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
- Bachelor's Degree from the University of Leeds
- Postgraduate Degree in Business Applications of AI for Senior Executives from the London Business School
- CCXP Customer Experience Professional Certification
- Executive Digital Transformation Course by IMD

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

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 process and workflow management improvements 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

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

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, Marketing and Supply Chain Operations**. His team was recently recognized for its constant innovation regarding the use of Walmart Luminate's new API for Shopper and Channel insights.

As for his training, the executive has several Masters and postgraduate studies at prestigious centers such as the **University of Berkeley,**in the United States, and the **University of Copenhagen**, in Denmark. Through this continuous updating, the expert has attained cutting-edge competencies. 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

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

08

Certificate

This Advanced Master's Degree in Senior International Management guarantees students, in addition to the most rigorous and up-to-date education, access to an Advanced Master's Degree diploma issued by TECH Global University.

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

This private qualification will allow you to obtain a **Advanced Master's Degree in Senior International Management** endorsed by **TECH Global University**, the world's largest online university.

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

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

Title: **Advanced Master's Degree in Senior International Management**

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**

tech global university

Mr./Ms. _____, with identification document _____
has successfully passed and obtained the title of:

Advanced Master's Degree in Senior International Management

This is a private qualification of 3,600hours of duration equivalent to 120 ECTS, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

TECH Global University is a university officially recognized by the Government of Andorra on the 31st of January of 2024, which belongs to the European Higher Education Area (EHEA).

In Andorra la Vella, on the 28th of February of 2024

Dr. Pedro Navarro Illana
Dean

Unique TECH Code: AFWORD23S techtitute.com/certificates

Advanced Master's Degree in Senior International Management

General Structure of the Syllabus

Year	Subject	ECTS	Type
1º	Leadership, Ethics and Social Responsibility in Companies	5	CO
1º	Strategic Management and Executive Management	5	CO
1º	People and Talent Management	5	CO
1º	Economic and Financial Management	5	CO
1º	Operations and Logistics Management	5	CO
1º	Information Systems Management	5	CO
1º	Commercial Management, Strategic Marketing and Corporate Communication	5	CO
1º	Market Research, Advertising and Commercial Management	5	CO
1º	Innovation and Project Management	5	CO
1º	Executive Management	5	CO
1º	Managerial Skills	5	CO

Year	Subject	ECTS	Type
2º	Organization, People and Organizational Culture	5	CO
2º	Corporate Finance I	6	CO
2º	Corporate Finance II	6	CO
2º	International Finance	6	CO
2º	International People Management and Diversity Management	6	CO
2º	Management of International Operations	6	CO
2º	International Commercial Planning, Control and Management	6	CO
2º	International Marketing	6	CO
2º	International Taxation	6	CO
2º	Project Planning	6	CO
2º	Business & International Strategy	6	CO

Dr. Pedro Navarro Illana
Dean

tech global university

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

tech global university

Advanced Master's Degree
Senior International Management

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

Advanced Master's Degree
Senior International Management

tech global university