

# Advanced Master's Degree Senior Management of Cultural Sector Companies

**G M A D E S C**





## Advanced Master's Degree Senior Management of Cultural Sector Companies

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

Website: [www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-management-cultural-sector-companies](http://www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-management-cultural-sector-companies)

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# 01

# Welcome

The cultural industry is undergoing rapid change, with trends such as the metaverse and cultural tourism requiring leaders with a clear vision in senior business management. Indeed, entrepreneurs in the sector face unique challenges, such as managing limited budgets and the need to maintain authenticity. That is why TECH has created this program, which delves into critical topics such as project management, research techniques, experiential marketing and cultural event planning. In this way, entrepreneurs and leaders in the cultural sector will be able to enhance their leadership skills to take their organizations to the next level. All of this with a 100% online qualification, without face-to-face classes or fixed schedules, compatible with the most demanding responsibilities.



Advanced Master's Degree in Senior Management of Cultural Sector Companies  
TECH Global University



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*Face the unique challenges of the cultural sector and become a visionary and strategic leader thanks to this Advanced Master's Degree in Senior Management of Cultural Sector Companies"*

02

# Why Study at TECH?

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



“

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

## At TECH Global University



### Innovation

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

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



### The Highest Standards

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

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



### Networking

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

**+100000**

executives prepared each year

**+200**

different nationalities



### Empowerment

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

**+500**

collaborative agreements with leading companies



### Talent

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

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



### Multicultural Context

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

TECH students represent more than 200 different nationalities.



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



### Analysis

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



### Academic Excellence

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TECH offers students the best online learning methodology. The university combines the Relearning method (postgraduate learning methodology with the best international valuation) with the Case Study. Tradition and vanguard in a difficult balance, and in the context of the most demanding educational itinerary.



### Economy of Scale

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



### Learn with the best

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

Teachers representing 20 different nationalities.



*At TECH, you will have access to the most rigorous and up-to-date case analyses in academia"*

03

# Why Our Program?

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

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



“

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

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

**01**

### A Strong Boost to Your Career

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

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

**02**

### Develop a strategic and global vision of the company

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

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

**03**

### Consolidate the student's senior management skills

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

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

**04**

### You will take on new responsibilities

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

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

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

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

06

### Thoroughly develop business projects

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

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

07

### Improve soft skills and management skills

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

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

08

### You will be part of an exclusive community

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

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

# 04 Objectives

The main objective of the Advanced Master's Degree in Senior Management of Cultural Sector Companies is to prepare students to lead and manage cultural companies in an increasingly competitive environment. Specific objectives include developing leadership and management skills, understanding the dynamics of the cultural market, applying effective marketing and sales techniques and using technology strategically to improve efficiency and profitability.



“

*Master the keys to running  
successful cultural organizations and  
transform your passion for art into a  
profitable and sustainable business"*

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

The **Advanced Master's Degree in Senior Management of Cultural Sector Companies** will train students to:

01

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

04

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

02

Follow the sustainability criteria set by international standards when developing a business plan



03

Develop the skills required to manage business activities strategically

05

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



06

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

08

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



09

Understand the characteristics of cultural management in relation to the tourism sector

07

Be able to apply information and communication technologies to the different areas within a company

10

Manage cultural heritage in different tourist areas in accordance with the principles of sustainability

11

Identify and manage existing plans to protect Fine Arts collections

12

Analyze the characteristics of the demand for cultural tourism in each area

13

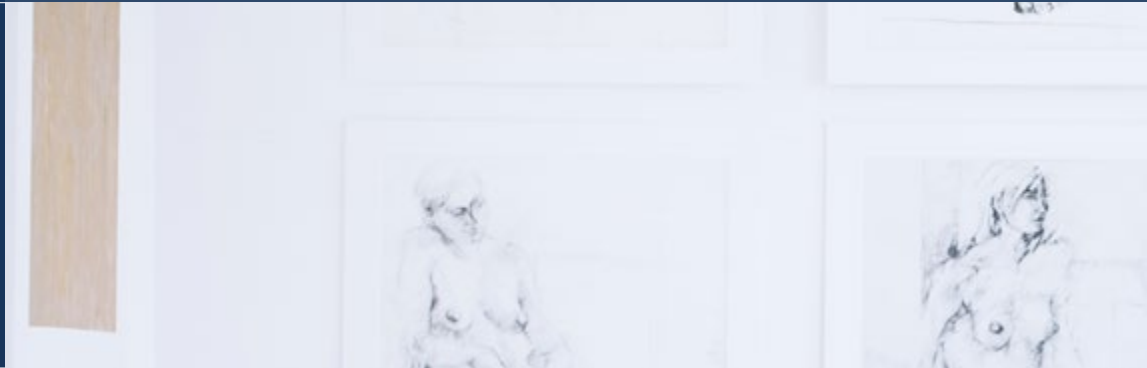
Knowing the management of cultural heritage in the different areas

14

Learn within the context of culture the basic concepts, principles and theories of cultural communication and industries

15

Understand and interpret reality based on cultural skills and procedures

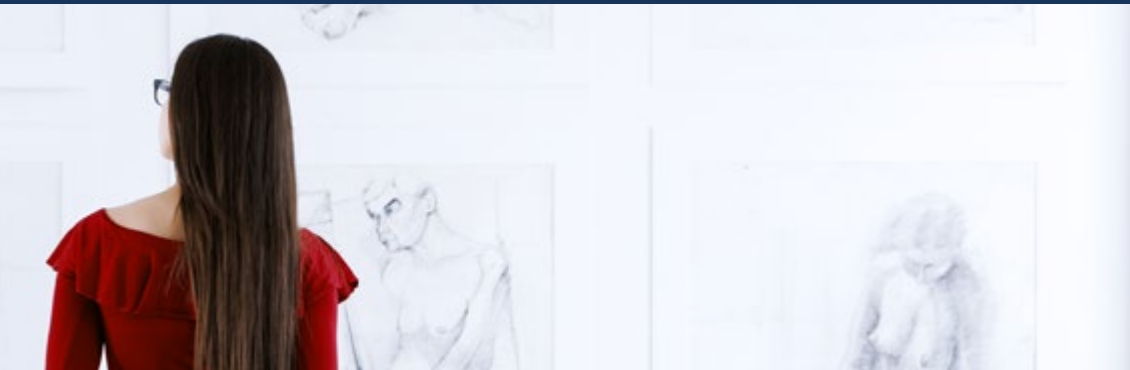


16

Manage sources, plan projects, and organize different methods to solve problems

18

Demonstrate procedures to promote cultural ideas



19

Understand the importance and organization of hybrid events

17

Learn to design and produce campaigns or products related to culture

20

In-depth knowledge of current trends in event organization

# 05 Skills

In this Advanced Master's Degree, students will be trained in the management of cultural projects, the identification and analysis of market trends, the creation and design of attractive cultural events and the understanding of consumer psychology in the cultural sector. In addition, they will acquire communication and leadership skills to establish effective relationships with the different actors in the sector and to lead work teams committed to the company's objectives.





“

*Develops communication and leadership skills to establish effective relationships with the different actors in the cultural sector"*

01

Resolve business conflicts and problems between workers

02

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

03

Exercise economic and financial control of a company

04

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

05

Delve into the new business models associated with information systems

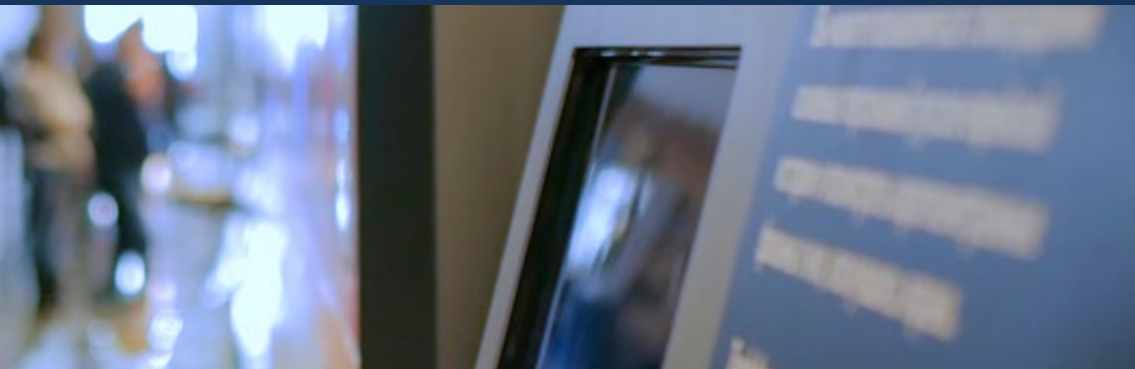


06

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

08

Focus on innovation in all processes and areas of the company



07

Develop and lead marketing plans

09

Lead the different projects in a company

10

Commit to sustainably developing the company, avoiding environmental impacts

11

Master the digitalization of the event, the most used tools today and new trends

14

Give value to the role of museums and galleries in education

12

Implement different methodologies for heritage conservation



13

Properly manage relevant or historical information

15

Identify what type of public attends the different types of cultural events



16

Know how to program according to the offer and the audience

18

Know the different cultural products



19

Understand the role of third sector organizations in society

17

Successfully establish communication strategies

20

Know how to plan the material and human resources necessary to carry out a cultural event

06

# Structure and Content

This program focuses on the development of management skills and an understanding of the cultural and creative environment in which companies in the sector operate. Students will have access to a variety of business management tools and techniques, from finance and strategy to marketing and leadership. All this over the 24 months of the Advanced Master's Degree.



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*You will have access to cutting-edge business management tools and techniques to help propel your business or cultural project to success"*

### Syllabus

The Advanced Master's Degree in Senior Management of Cultural Sector Companies at TECH Global University is an intensive program that prepares students to face business challenges and decisions at both national and international levels. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

Throughout 3,000 hours of study, students will analyze a multitude of practical cases through individual work, achieving high quality learning that can be applied to their daily practice. It is, therefore, an authentic immersion in real business situations.

This program deals in depth with the main areas of cultural companies from a strategic, international and innovative perspective.

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

This program takes place over 24 months and is divided into 18 modules:

<b>Module 1</b>	Leadership, Ethics, and CSR
<b>Module 2</b>	Strategic Management and <i>Executive Management</i>
<b>Module 3</b>	People and Talent Management
<b>Module 4</b>	Economic and Financial Management
<b>Module 5</b>	Operations and Logistics Management
<b>Module 6</b>	Information Systems Management
<b>Module 7</b>	Commercial Management, Marketing, and Corporate
<b>Module 8</b>	Communication
<b>Module 9</b>	Marketing in Cultural Market
<b>Module 10</b>	Innovation and Project Management

<b>Module 11</b>	Production and Direction in Cultural Management
<b>Module 12</b>	Cultural Heritage Conservation
<b>Module 13</b>	Management of Museums, Art Galleries and Exhibitions
<b>Module 14</b>	Cultural Documentation: Cataloging and Research
<b>Module 15</b>	Cultural Management of Music and Dance
<b>Module 16</b>	Cultural Tourism Management
<b>Module 17</b>	Technology and Design for Cultural Promotion
<b>Module 18</b>	Design of Cultural Events

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

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

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

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

**1.1. Globalization and Governance**

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

**1.2. Leadership**

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

**1.3. Business ethics**

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

**1.4. Sustainability**

- 1.4.1. Business and Sustainable Development
- 1.4.2. Social, Environmental, and Economic Impact

**1.5. Corporate Social Responsibility**

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

**Module 2. Strategic direction and executive management**

**2.1. Organizational Analysis and Design**

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

**2.2. Corporate Strategy**

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

**2.3. Strategic Planning and Strategy Formulation**

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

**2.4. Strategy Models and Patterns**

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

**2.5. Strategic Management**

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

**2.6. Implementing and Executing Strategy**

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

**2.7. Executive Management**

- 2.7.1. Integrating Functional Strategies into the Global Business Strategies
- 2.7.2. Executive *Management* and Process Development
- 2.7.3. *Knowledge Management*.

**2.8. Analysis and Resolution of Cases/ Problems**

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

**Module 3. People and Talent Management**
**3.1. Organizational Behavior**

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

**3.2. Strategic People Management**

- 3.2.1. Job Design, Recruitment, and Selection
- 3.2.2. Human Resources Strategic Plan: Design and Implementation
- 3.2.3. Job Analysis: Design and Selection of People
- 3.2.4. Training and Professional Development

**3.3. Management and Leadership Development**

- 3.3.1. Management Skills: 21st Century Skills and Abilities
- 3.3.2. Non-Managerial Skills
- 3.3.3. Map of Skills and Abilities
- 3.3.4. Leadership and People Management

**3.4. Change Management**

- 3.4.1. Performance Analysis
- 3.4.2. Strategic Approach
- 3.4.3. Change Management: Key Factors, Process Design and Management
- 3.4.4. Continuous Improvement Approach

**3.5. Negotiation and Conflict Management**

- 3.5.1. Negotiation Objectives: Differentiating Elements
- 3.5.2. Effective Negotiation Techniques
- 3.5.3. Conflicts: Factors and Types
- 3.5.4. Efficient Conflict Management: Negotiation and Communication

**3.6. Executive Communication**

- 3.6.1. Performance Analysis
- 3.6.2. Leading Change. Resistance to Change
- 3.6.3. Managing Change Processes
- 3.6.4. Managing Multicultural Teams

**3.7. Team Management and People Performance**

- 3.7.1. Multicultural and Multidisciplinary Environment
- 3.7.2. Team and People Management
- 3.7.3. Coaching and People Performance
- 3.7.4. Executive Meetings: Planning and Time Management

**3.8. Knowledge and Talent Management**

- 3.8.1. Identifying Knowledge and Talent in Organizations
- 3.8.2. Corporate Knowledge and Talent Management Models
- 3.8.3. Creativity and Innovation

**Module 4. Economic and Financial Management**
**4.1. Economic Environment**

- 4.1.1. Organizational Theory
- 4.1.2. Key Factors for Change in Organizations
- 4.1.3. Corporate Strategies, Types, and Knowledge Management

**4.2. Executive Accounting**

- 4.2.1. International Accounting Framework
- 4.2.2. Introduction to the Accounting Cycle
- 4.2.3. Company Financial Statements
- 4.2.4. Analysis of Financial Statements: Decision-Making

**4.3. Budget and Management Control**

- 4.3.1. Budgetary Planning
- 4.3.2. Management Control: Design and Objectives
- 4.3.3. Supervision and Reporting

**4.4. Corporate Tax Responsibility**

- 4.4.1. Corporate Tax Responsibility
- 4.4.2. Tax Procedure: A Case-Country Approach

**4.5. Corporate Control Systems**

- 4.5.1. Types of Control
- 4.5.2. Regulatory Compliance
- 4.5.3. Internal Auditing
- 4.5.4. External Auditing

**4.6. Financial Management**

- 4.6.1. Introduction to Financial Management
- 4.6.2. Financial Management and Corporate Strategy
- 4.6.3. Chief Financial Officer (CFO): Managerial Skills

**4.7. Financial Planning**

- 4.7.1. Business Models and Financing Needs
- 4.7.2. Financial Analysis Tools
- 4.7.3. Short-Term Financial Planning
- 4.7.4. Long-Term Financial Planning

**4.8. Corporate Financial Strategy**

- 4.8.1. Corporate Financial Investments
- 4.8.2. Strategic Growth: Types

**4.9. Macroeconomic Context**

- 4.9.1. Macroeconomic Analysis
- 4.9.2. Economic Indicators
- 4.9.3. Economic Cycle

**4.10. Strategic Financing**

- 4.10.1. Banking Business: Current Environment
- 4.10.2. Risk Analysis and Management

**4.11. Money and Capital Markets**

- 4.11.1. Fixed Income Market
- 4.11.2. Variable Income Market
- 4.11.3. Valuation of Companies

**4.12. Analysis and Resolution of Cases/ Problems**

- 4.12.1. Problem Solving Methodology
- 4.12.2. Case Method

## Module 5. Operations and Logistics Management

### 5.1. Operations Management

- 5.1.1. Define the Operations Strategy
- 5.1.2. Supply Chain Planning and Control
- 5.1.3. Indicator Systems

### 5.2. Purchasing Management

- 5.2.1. Stock Management
- 5.2.2. Warehouse Management
- 5.2.3. Purchasing and Procurement Management

### 5.3. Supply Chain Management I

- 5.3.1. Costs and Efficiency of the Operations Chain
- 5.3.2. Change in Demand Patterns
- 5.3.3. Change in Operations Strategy

### 5.4. Supply Chain Management II. Ejecution

- 5.4.1. *Lean Manufacturing / Lean Thinking*
- 5.4.2. Logistics Management
- 5.4.3. Purchasing

### 5.5. Logistical Processes

- 5.5.1. Organization and Management by Processes
- 5.5.2. Procurement, Production, Distribution
- 5.5.3. Quality, Quality Costs, and Tools
- 5.5.4. After-Sales Service

### 5.6. Logistics and Customers

- 5.6.1. Demand Analysis and Forecasting
- 5.6.2. Sales Forecasting and Planning
- 5.6.3. *Collaborative Planning, Forecasting, and Replacement*

### 5.7. International Logistics

- 5.7.1. Customs, Export and Import processes
- 5.7.2. Methods and Means of International Payment
- 5.7.3. International Logistics Platforms

### 5.8. Competing through Operations

- 5.8.1. Innovation in Operations as a Competitive Advantage in the Company
- 5.8.2. Emerging Technologies and Sciences
- 5.8.3. Information Systems in Operations

## Module 6. Information Systems Management

### 6.1. Information Systems Management

- 6.1.1. Business Information Systems
- 6.1.2. Strategic Decisions
- 6.1.3. The Role of the CIO

### 6.2. Information Technology and Business Strategy

- 6.2.1. Company and Industry Sector Analysis
- 6.2.2. Online Business Models
- 6.2.3. The Value of IT in a Company

### 6.3. IS Strategic Planning

- 6.3.1. The Process of Strategic Planning
- 6.3.2. Formulating the IS Strategy
- 6.3.3. Strategy Implementation Plan

### 6.4. Information Systems and Business Intelligence

- 6.4.1. CRM and *Business Intelligence*
- 6.4.2. *Business Intelligence* Project Management
- 6.4.3. *Business Intelligence* Architecture

### 6.5. New ICT-Based Business Models

- 6.5.1. Technology-Based Business Models
- 6.5.2. Innovation Abilities
- 6.5.3. Redesigning the Value Chain Processes

### 6.6. E-Commerce

- 6.6.1. E-Commerce Strategic Plan
- 6.6.2. Logistics Management and Customer Service in E-Commerce
- 6.6.3. *ECommerce* as an Opportunity for Internationalization

### 6.7. E-Business Strategies

- 6.7.1. Social Media Strategies
- 6.7.2. Optimizing Service Channels and Customer Support
- 6.7.3. Digital Regulation

### 6.8. Digital Business

- 6.8.1. *Mobile eCommerce*
- 6.8.2. Design and Usability
- 6.8.3. E-Commerce Operations



**Module 7. Commercial Management, Marketing, and Corporate Communication****7.1. Commercial Management**

- 7.1.1. Sales Management
- 7.1.2. Commercial Strategy
- 7.1.3. Sales and Negotiation Techniques
- 7.1.4. Management of Sales Teams

**7.2. Marketing**

- 7.2.1. Marketing and the Impact on the Company
- 7.2.2. Basic Marketing Variables
- 7.2.3. Marketing Plan

**7.3. Strategic Marketing Management**

- 7.3.1. Sources of Innovation
- 7.3.2. Current Trends in Marketing
- 7.3.3. Marketing Tools
- 7.3.4. Marketing Strategy and Communication with Customers

**7.4. Digital Marketing Strategy**

- 7.4.1. Approach to Digital Marketing
- 7.4.2. Digital Marketing Tools
- 7.4.3. *Inbound* Marketing and the Evolution of Digital Marketing

**7.5. Sales and Communication Strategy**

- 7.5.1. Positioning and Promotion
- 7.5.2. Public Relations
- 7.5.3. Sales and Communication Strategy

**7.6. Corporate Communication**

- 7.6.1. Internal and External Communication
- 7.6.2. Communication Departments
- 7.6.3. Communication Managers: Managerial Skills and Responsibilities

**7.7. Corporate Communication Strategy**

- 7.7.1. Corporate Communication Strategy
- 7.7.2. Communication Plan
- 7.7.3. Press Release/*Clipping*/Publicity Writing

**Module 8. Marketing in Cultural Market**

**8.1. Culture outside the Industry**

- 8.1.1. The Art Market
  - 8.1.1.1. Environment of the Cultural and Creative Industry: The Place of Cultural Organizations in Society
  - 8.1.1.2. The Global Economic Impact of the Cultural and Creative Industry
- 8.1.2. Cultural Heritage and the Performing Arts
  - 8.1.2.1. Cultural Heritage and the Performing Arts in Society
  - 8.1.2.2. Cultural Heritage and the Performing Arts in the Media

**8.2. Cultural Industries**

- 8.2.1. The Concept of Cultural Industry
  - 8.2.1.1. The Publishing Industry
  - 8.2.1.2. The Musical Industry
  - 8.2.1.3. The Film Industry

**8.3. Journalism and Art**

- 8.3.1. New and Old Forms of Communication
  - 8.3.1.1. Beginnings and Evolution of Art in the Media
  - 8.3.1.2. New Forms of Communication and Writing

**8.4. Culture in the Digital World**

- 8.4.1. Culture in the Digital World
- 8.4.2. The Omnipresence of the Visual. Controversies of the Digital Age
- 8.4.3. The Transmission of Information through Video Games
- 8.4.4. Collaborative Art

**8.5. The Media Structure**

- 8.5.1. The Audiovisual and Press Sector
  - 8.5.1.1. The Impact of Large Media Groups on Culture
  - 8.5.1.2. Live Platforms, a Challenge for Conventional Media
- 8.5.2. The Cultural Journalism Sector
  - 8.5.2.1. The Cultural Market in a Global World Towards Homogenization or Diversification?

**8.6. Introduction to Marketing**

- 8.6.1. The 4 Ps
  - 8.6.1.1. Basic Aspects of Marketing
  - 8.6.1.2. Marketing Mix
  - 8.6.1.3. The Necessity (or not) of Marketing in the Cultural Market
- 8.6.2. Marketing and Consumerism
  - 8.6.2.1. The Culture Consumption
  - 8.6.2.2. Quality as a Cross-Cutting Factor in Information Products

**8.7. Marketing and Value: Art for Art's Sake, Art in Ideological Programs, and Art as a Market Product**

- 8.7.1. Art for Art's Sake
  - 8.7.1.1. The Art of the Masses The Homogeneity of Art and Its Value
  - 8.7.1.2. Is Art Created for the Media or Does the Media Transmit Art?

- 8.7.2. Art within Ideological Programs
  - 8.7.2.1. Art, Politics and Activism
  - 8.7.2.2. Basic Symbolism in Art
- 8.7.3. Art as a Market Product
  - 8.7.3.1. Art in Advertising
  - 8.7.3.2. Cultural Management for a Successful Development of the Work

**8.8. Marketing of the Main Cultural Industries**

- 8.8.1. Current Trends in the Main Cultural Industries
  - 8.8.1.1. The Needs of Consumers as Represented in Companies
  - 8.8.1.2. Successful Cultural Products in the Media

**8.9. Research as a Central Marketing Tool**

- 8.9.1. Collection of Market and Consumer Data
  - 8.9.1.1. Differentiation in Relation to Competitors
  - 8.9.1.2. Other Investigative Strategies

**8.10. The Future of Cultural Marketing**

- 8.10.1. The Future of Cultural Marketing
  - 8.10.1.1. Cultural Marketing Tendencies
  - 8.10.1.2. The Cultural Products with the Greatest Power in the Market

**Module 9. Innovation and Project Management**
**9.1. Innovation**

- 9.1.1. Macro Concept of Innovation
- 9.1.2. Types of Innovation
- 9.1.3. Continuous and Discontinuous Innovation
- 9.1.4. Training and Innovation

**9.2. Innovation Strategy**

- 9.2.1. Innovation and Corporate Strategy
- 9.2.2. Global Innovation Project: Design and Management
- 9.2.3. Innovation Workshops

**9.3. Business Model Design and Validation**

- 9.3.1. The Lean Start-up Methodology
- 9.3.2. Innovative Business Initiative: Stages
- 9.3.3. Financing Arrangements
- 9.3.4. Model Tools: Empathy Map, Canvas Model, and Metrics
- 9.3.5. Growth and Loyalty

**9.4. Project Management**

- 9.4.1. Innovation Opportunities
- 9.4.2. Feasibility Study and Proposal Specification
- 9.4.3. Project Definition and Design
- 9.4.4. Project Execution
- 9.4.5. Project Closure

**Module 10. Production and Direction in Cultural Management**
**10.1. Tools for the management of cultural organizations I**

- 10.1.1. Cultural Management
- 10.1.2. Classification of Cultural Products
- 10.1.3. Cultural Management Objectives

**10.2. Tools for the Management of Cultural Organizations II**

- 10.2.1. Cultural Organizations
- 10.2.2. Typology
- 10.2.3. UNESCO

**10.3. Collecting and Patronage**

- 10.3.1. The Art of Collections
- 10.3.2. Developer of the Taste for Collecting throughout History
- 10.3.3. Types of Collections

**10.4. The Role of the Foundations**

- 10.4.1. What do They Consist of?
- 10.4.2. Associations and Foundations
  - 10.4.2.1. Differences
  - 10.4.2.2. Similarities
- 10.4.3. Examples of Cultural Functions Worldwide

**10.5. Cultural Development in Third-Sector Organizations**

- 10.5.1. What are Third-Sector Organizations?
- 10.5.2. Role of Third-Sector Organizations in Society
- 10.5.3. Networks

**10.6. Public Institutions and Organizations**

- 10.6.1. Model of Organization of Cultural Policy in Europe
- 10.6.2. Main public Institutions in Europe
- 10.6.3. Cultural Action of the European International Organizations

**10.7. Cultural Heritage**

- 10.7.1. Culture as a Country Brand
- 10.7.2. Cultural Policies
  - 10.7.2.1. Institutions
  - 10.7.2.2. Figures
- 10.7.3. Culture as Heritage of the Humanity

**10.8. Cultural Heritage Dissemination**

- 10.8.1. What is Cultural Heritage?
- 10.8.2. Public Management
- 10.8.3. Private Management
- 10.8.4. Coordinated Management

**10.9. Project Creation and Management**

- 10.9.1. What is Creation and Project Management?
- 10.9.2. Breeding
  - 10.9.2.1. Public
  - 10.9.2.2. Private
  - 10.9.2.3. Coproductions
  - 10.9.2.4. Others
- 10.9.3. Cultural Management Planning

**10.10. Art, Company and Society**

- 10.10.1. The Third-Sector as Social Opportunity
- 10.10.2. Social Commitment of Companies through the Different Art Types
  - 10.10.2.1. Investments
  - 10.10.2.2. Profitability
  - 10.10.2.3. Promotion
  - 10.10.2.4. Profit
- 10.10.3. Art as Inclusion and Transformation of the Society
- 10.10.4. The Theater as Social Opportunity
- 10.10.5. Festivals that Involve Citizenship

**Module 11. Cultural Heritage Conservation**

**11.1. Historic and Artistic Heritage Conservation and Restoration Theory**

- 11.1.1. How is Heritage Preserved?
- 11.1.2. Who is Responsible for its Maintenance?
- 11.1.3. Steps to Follow for its Maintenance
- 11.1.4. Historical Evolution
- 11.1.5. Current Criteria

**11.2. Museum Curator**

- 11.2.1. Description of a Museum Curator
- 11.2.2. Steps to Follow to Become a Museum Curator
- 11.2.3. Deontology
- 11.2.4. Functions

**11.3. Methodology for the Diagnosis of the State of Conservation of Cultural Assets**

- 11.3.1. What are Assets of Cultural Interest?
- 11.3.2. Cultural Properties or Assets of Cultural Interest
- 11.3.3. Guide of Conservation of the Assets of Cultural Interest
- 11.3.4. Alteration and Agents of Deterioration

**11.4. Methods of Analysis and Study of Materials and Techniques**

- 11.4.1. Definitions of the Method and Technique
- 11.4.2. Scientific Analysis
- 11.4.3. Techniques to Study the Historic-Artistic Heritage
- 11.4.4. Cleaning and Consolidation of Assets of Cultural Interest

**11.5. Criteria for Intervention in Restoration and Conservation I**

- 11.5.1. Definition of Criteria
- 11.5.2. Emergency Interventions
- 11.5.3. Plans to Protect Fine Arts Collections
- 11.5.4. Plans to Protect Ethnographies

**11.6. Criteria for Intervention in Restoration and Conservation II**

- 11.6.1. Plans to Protect Archaeological Remains
- 11.6.2. Plans to Protect Scientific Collections
- 11.6.3. Plans to Protect Other Intangible Cultural Heritage Elements
- 11.6.4. Importance of Restoration

**11.7. Problems for Conservation of Assets of Cultural Interest**

- 11.7.1. What does Conservation Involve?
- 11.7.2. Conservation Problems
- 11.7.3. Criteria to Carry out a Cultural Heritage Restoration
- 11.7.4. Rehabilitation of Assets of Cultural Interest

**11.8. Preventive Conservation of the Cultural Heritage**

- 11.8.1. Concept
  - 11.8.1.1. What is Preventive Conservation?
- 11.8.2. Methods
- 11.8.3. Techniques
- 11.8.4. Who is Responsible for the Conservation?

**11.9. Study of the Context of Cultural Property and Heritage Collections I**

- 11.9.1. What is the Valuation of Cultural Assets?
- 11.9.2. Materials Used in the Conservation of Tangible Assets and Heritage Collections
- 11.9.3. Storage
- 11.9.4. Exhibition

**11.10. Study of the Context of Cultural Assets and Heritage Collections II**

- 11.10.1. What is Involved and Who is in Charge of Packaging?
- 11.10.2. Packaging of Cultural Property and Heritage Collections and Heritage Collections
- 11.10.3. Transport of Cultural Property and Heritage Collections
- 11.10.4. Manipulation of Cultural Property and Heritage Collections and Heritage Collections

**Module 12. Management of Museums, Art Galleries and Exhibitions****12.1. Museums and Art Galleries**

- 12.1.1. The Evolution of the Concept of Museum
- 12.1.2. History of Museums
- 12.1.3. Content-Based Typology
- 12.1.4. Contents

**12.2. Organization of Museums**

- 12.2.1. What is the Function of an Museum?
- 12.2.2. The Core of the Museum: the Collections
- 12.2.3. The Invisible Museum: The Storerooms
- 12.2.4. The DOMUS Software: Integrated System Documentation and Museum Management System

**12.3. Dissemination and Communication of the Museum**

- 12.3.1. Exhibition Planning
- 12.3.2. Forms and Types of Exhibitions
- 12.3.3. Dissemination and Communication Areas
- 12.3.4. Museums and Cultural Tourism
- 12.3.5. Corporate Image

**12.4. Management of Museums**

- 12.4.1. Department of Management and Administration
- 12.4.2. Sources of Financing, Public and Private
- 12.4.3. Associations of Friends of Museums
- 12.4.4. The Store

**12.5. Role of the Museum in the Information Society**

- 12.5.1. Differences between Museology and Museography
- 12.5.2. Role of the Museum in Today's Society
- 12.5.3. Information and Communication Technologies at the Service of the Museum
- 12.5.4. Applications for Mobile Devices

**12.6. The Art Market and the Collectors**

- 12.6.1. What is the Art Market?
- 12.6.2. The Art Trade
  - 12.6.2.1. Circuits
  - 12.6.2.2. Markets
  - 12.6.2.3. Internationalisation
- 12.6.3. The Most Important Art Fairs in the World
  - 12.6.3.1. Structure
  - 12.6.3.2. Organization
- 12.6.4. Trends in International Collecting

**12.7. Art Galleries**

- 12.7.1. How to plan an Art Gallery
- 12.7.2. Functions and Constitution of Art Galleries
- 12.7.3. Towards a New Typology of Galleries
- 12.7.4. How Galleries are Managed?
  - 12.7.4.1. Artists
  - 12.7.4.2. Marketing
  - 12.7.4.3. Markets
- 12.7.5. Difference among Museums, Exhibition Halls and Art Galleries

**12.8. Artists and their Exhibitions**

- 12.8.1. Recognition of the Artist
- 12.8.2. The Artist and his/her Work
- 12.8.3. Copyright and Intellectual Property
- 12.8.4. Awards and Opportunities
  - 12.8.4.1. Contests
  - 12.8.4.2. Scholarships
  - 12.8.4.3. Awards
- 12.8.5. Specialized Journals
  - 12.8.5.1. Art Critic
  - 12.8.5.2. Cultural Journalism

**12.9. The Motives of Culture**

- 12.9.1. What Culture Represents
- 12.9.2. What Culture Offers
- 12.9.3. What Culture Needs
- 12.9.4. Promote Culture

**12.10. Basis for Didactic Museography in Art Museums**

- 12.10.1. Art Exhibitions and Museums: The Differential Fact
- 12.10.2. Some Evidence and Opinions on All This: From Boadella to Gombrich
- 12.10.3. Art as a Convention Set
- 12.10.4. Art Inscribed in Very Specific Cultural Traditions

- 12.10.5. The Art in the Museums and in the Spaces of Heritage Presentation
- 12.10.6. Art and Didactics
- 12.10.7. The Interactivity as Didactic Resource in the Art Museums

**Module 13. Cultural Documentation: Cataloging and Research**

**13.1. Documentation of a Museum**

- 13.1.1. What Is the Documentation of a Museum?
- 13.1.2. What is the Purpose of an Museum?
- 13.1.3. Museums as a Collection Center of Documentation
- 13.1.4. Documentation Related to Museum Objects

**13.2. Information Management and its Practical Application**

- 13.2.1. Description of the Information Management
- 13.2.2. Information Management Origins and Development
  - 13.2.2.1. 20th Century
  - 13.2.2.2. Currently BORRAR
- 13.2.3. Tools for Management Information
- 13.2.4. Who Can be in Charge of the Information Management??

**13.3. Documentary System I**

- 13.3.1. Archive Documentary Content
  - 13.3.1.1. Archive in Document Management
  - 13.3.1.2. Importance of the Documentary Archives
- 13.3.2. Duties of the Personnel in Charge of the Documentary Archive
- 13.3.3. Documentary Instruments
  - 13.3.3.1. Records
  - 13.3.3.2. Inventory
  - 13.3.3.3. Catalog

**13.4. Documentary System II**

- 13.4.1. Documentation
  - 13.4.1.1. Graph
  - 13.4.1.2. Technique
  - 13.4.1.3. Restoration
- 13.4.2. Documentary Movements and Funds
- 13.4.3. Administrative Documentation and Filing

**13.5. Documentary Standardization**

- 13.5.1. Terminological Control Tools
  - 13.5.1.1. Hierarchical Lists
  - 13.5.1.2. Dictionaries
  - 13.5.1.3. Thesauri
- 13.5.2. Quality Standards
- 13.5.3. ICT Applications

**13.6. Museum Investigation**

- 13.6.1. Theoretical Framework
- 13.6.2. Documentation vs. Investigation
- 13.6.3. Information Management Processes

**13.7. Dissemination Platforms of Collections and Projects**

- 13.7.1. Transmission of Knowledge
- 13.7.2. Social media
- 13.7.3. Media

**13.8. Education in the Context of Heritage and Museums**

- 13.8.1. Didactics of Museums
- 13.8.2. Role of the Museums and Galleries in Education
- 13.8.3. Theoretical Framework of Learning
  - 13.8.3.1. Formal
  - 13.8.3.2. No formal
  - 13.8.3.3. Informal

**13.9. Mediation and Participatory Experiences**

- 13.9.1. Education for Equality and Integrity
- 13.9.2. Proposals of Awareness and Respect for the Environment
- 13.9.3. Sociomuseology

**13.10. Divisions of Education and Cultural Action**

- 13.10.1. History
- 13.10.2. Structure
- 13.10.3. Functions

**Module 14. Cultural Management of Music and Dance****14.1. Conceptualizations and Sources**

- 14.1.1. Relationships in Cultural Management
  - 14.1.1.1. Economy
  - 14.1.1.2. Sociology
  - 14.1.1.3. Art
- 14.1.2. The Scarcity of Reliable *Databases* and Surveys
- 14.1.3. Sources
  - 14.1.3.1. Websites
  - 14.1.3.2. Critique
  - 14.1.3.3. Press (All Types)

**14.2. Music and Dance**

- 14.2.1. Arts
  - 14.2.1.1. In Time
  - 14.2.1.2. In Space
- 14.2.3. Human Resources to Develop Music and Dance
- 14.2.4. Record and Video
- 14.2.5. Summary of Genres at Global Level

**14.3. Sources of Financing**

- 14.3.1. Historic Sketches
- 14.3.2. Grants for the Arts of the Classical Canon in the Last 70 Years
- 14.3.3. Reflections on the Models
- 14.3.4. Non-Classical Canon Music and Dance

**14.4. Types of Organization Organization and Human Resources**

- 14.4.1. Questions of Principle
  - 14.4.1.1. Producer Entities
  - 14.4.1.2. Programming Entities
  - 14.4.1.3. Mixed Entities
- 14.4.2. Symphony Orchestras
  - 14.4.2.1. Figure of the Manager
  - 14.4.2.2. Figure of the Musical Director
- 14.4.3. Chamber Orchestras
- 14.4.4. Opera Companies
- 14.4.5. Ballet Companies
- 14.4.6. Auditoriums
- 14.4.7. Festivals
- 14.4.8. Most important Musical Bands Worldwide

**14.5. The Infrastructures**

- 14.5.1. Typology
  - 14.5.1.1. Theaters
  - 14.5.1.2. Museums
  - 14.5.1.3. Stages
  - 14.5.1.4. Colliseums
  - 14.5.1.5. Others
- 14.5.2. Sizes and Capacity
- 14.5.3. Location and Transportation

**14.6. The Audience**

- 14.6.1. What Type of Audience is Found in Music and Dance?
- 14.6.2. Relationship Between Offer and Public
- 14.6.3. The Consumption Type Variable
- 14.6.4. Age Variable
- 14.6.5. The Educational-Cultural Variable
- 14.6.6. The Socioeconomic Variable

**14.7. Prices and Their Main problems**

- 14.7.1. Organization of the Offer
  - 14.7.1.1. Cycles
  - 14.7.1.2. Seasons
  - 14.7.1.3. Subscriptions
  - 14.7.1.4. Programs
  - 14.7.1.5. Functions
- 14.7.2. Public and Private Spheres in Relation to Prices
- 14.7.3. From Madonna to Gregorian Chant

**14.8. The Choice of Repertoires of Saturated Niches vs. Abandoned Niches**

- 14.8.1. Problems
- 14.8.2. Before the Artist than his/her Art
- 14.8.3. Is there an Excess of Formats and Repertoires?
- 14.8.4. Do the Agents of Opinion Have a Negative Influence?
- 14.8.5. The Profile of Programmers
- 14.8.6. The Personal Taste and Musical Culture of the Programmers
- 14.8.7. Are there Solutions?

**14.9. Necessary Elements**

- 14.9.1. Music and Dance Management
- 14.9.2. Politicians
- 14.9.3. Concert Agencies and Agents
- 14.9.4. Music Critique
- 14.9.5. Radio and Television
- 14.9.6. Record and Video Labels

**14.10. The Management of Musical Heritage and Copyright**

- 14.10.1. Written Materials and Copyright
  - 14.10.1.1. Musical
  - 14.10.1.2. Choreographic
  - 14.10.1.3. Copyrights

- 14.10.2. Historical Repertoires
  - 14.10.2.1. Problems of Editions
  - 14.10.2.2. Facilities for Self-Publishing
- 14.10.3. Classic Repertoires
  - 14.10.3.1. Problems with Costs
  - 14.10.3.2. Problems with Low Collections
- 14.10.4. Premiere Repertoires in Popular Urban and Jazz Canons

- 14.10.5. Music Archives of Unpublished Repertoire, Manuscript or Written
- 14.10.6. The Phonotheques
- 14.10.7. The Peculiar Case of Dances

**Module 15. Cultural Tourism Management**

**15.1. Introduction to Cultural Heritage**

- 15.1.1. Cultural Tourism
- 15.1.2. Cultural Heritage
- 15.1.3. Cultural Tourism Resources

**15.2. Sustainability as a Reference in Tourism and Cultural Heritage**

- 15.2.1. Concept of Urban Sustainability
- 15.2.2. Tourist Sustainability
- 15.2.3. Cultural Sustainability

**15.3. Hosting Capacity and its Application in Tourist Destinations**

- 15.3.1. Conceptualization
- 15.3.2. Dimensions of Tourism Carrying Capacity
- 15.3.3. Case Studies
- 15.3.4. Approaches and Proposals for the Study of Tourist Carrying Capacity

**15.4. Tourist Use of the Area**

- 15.4.1. Flows of Visitors and Heritage Tourist Areas
- 15.4.2. General Patterns of Tourist Mobility and Use of the Area
- 15.4.3. Tourism and Heritage Sites: Effects and Problems Derived from Tourism Flows

**15.5. The Challenges of Space Management**

- 15.5.1. Strategies for Diversification of the Tourist Use of the Area
- 15.5.2. Tourism Demand Management Measures
- 15.5.3. The Enhancement of the Heritage and Accessibility Control
- 15.5.4. Visitor Management in Heritage Sites with Complex Visiting Models. Case Studies

**15.6. Cultural Tourism Product**

- 15.6.1. Urban and Cultural Tourism
- 15.6.2. Culture and Tourism
- 15.6.3. Transformations in the Cultural Travel Market

**15.7. Heritage Preservation Policies**

- 15.7.1. Conservation vs- Exploitation of Assets
- 15.7.2. International Regulations
- 15.7.3. Conservation Policies

**15.8. Management of Cultural Resources in Tourist Areas**

- 15.8.1. Promotion and Management of Urban Tourism
- 15.8.2. Heritage Tourism Management
- 15.8.3. Public and Private Management

**15.9. Employability in Cultural Tourism**

- 15.9.1. Characteristics of Employability in Cultural Tourism
- 15.9.2. Study and Profiles in Cultural Tourism
- 15.9.3. The Tourist Guide and the Interpretation of the Patrimony

**15.10. Case Studies of Successful Cases in the Management of Cultural Heritage in the Tourism Field**

- 15.10.1. Strategies for Cultural and Tourism Development of the Local Heritage
- 15.10.2. The Associative Management of a Public Project

15.10.3. Visitor Analysis as a Cultural Management Tool

- 15.10.4. Local Policies of Tourist Dynamization and Great Cultural Attractions
- 15.10.5. Local Tourism Planning and Management in a World Heritage City



**Module 16. Technology and Design for Cultural Promotion**
**16.1. The Importance of Image in Businesses**

- 16.1.1. MTV
  - 16.1.1.1. The Emergence of MTV
  - 16.1.1.2. Videoclip
- 16.1.2. From MTV to YouTube
- 16.1.3. Old Marketing vs. Digital Era

**16.2. Content Creation**

- 16.2.1. Core of Dramatic Conviction
  - 16.2.1.1. Objective of the Staging
  - 16.2.1.2. Aesthetic-Stylistic Strategy
  - 16.2.1.3. The Passage from Theater to the Rest of the Arts
- 16.2.2. Consumer Target Worldwide
- 16.2.3. Content Creation
  - 16.2.3.1. Flyer
  - 16.2.3.2. Teaser
  - 16.2.3.3. Social media
- 16.2.4. Dissemination Media

**16.3. Graphic Designer and Community Manager**

- 16.3.1. Meeting Phases
- 16.3.2. Why is it Necessary to Have a Graphic Designer?
- 16.3.3. The Role of the Community Manager

**16.4. Inclusion of Creators in Conventional Sample Media**

- 16.4.1. ICT Applications
  - 16.4.1.1. Personal Sphere
  - 16.4.1.2. Professional Sphehre
- 16.4.2. Addition of DJ and VJ
  - 16.4.2.1. Use of DJ and VJ in Shows
  - 16.4.2.2. Use of DJ and VJ in Theater
  - 16.4.2.3. Use of DJ and VJ in Dance
  - 16.4.2.4. Use of DJ and VJ in Events
  - 16.4.2.5. Use of DJ and VJ in Sporting Events
- 16.4.3. Real-Time Illustrators
  - 16.4.3.1. Arena
  - 16.4.3.2. Drawing
  - 16.4.3.3. Transparency
  - 16.4.3.4. Visual Storytelling

**16.5. ICT for Stage and Creation I**

- 16.5.1. Videoprojection, *Videowall*, *Videosplitting*
  - 16.5.1.1. Differences
  - 16.5.1.2. Evolution
  - 16.5.1.3. From Incandescence to Laser Phosphors
- 16.5.2. The Use of Software in Shows
  - 16.5.2.1. From Incandescence to Laser Phosphors
  - 16.5.2.2. Why are They Used?
  - 16.5.2.3. How do they Help Creativity and Exhibition?
- 16.5.3. Technical and Artistic Personnel
  - 16.5.3.1. Roles
- 16.5.3.2. Management

**16.6. ICT for Stage and Creation II**

- 16.6.1. Interactive Technologies
  - 16.6.1.1. Why are They Used?
  - 16.6.1.2. Advantages
  - 16.6.1.3. Disadvantages
- 16.6.2. AR
- 16.6.3. VR
- 16.6.4. 360°

**16.7. ICT for the Stage and Creation**

- 16.7.1. Ways of Sharing Information
  - 16.7.1.1. Drop Box
  - 16.7.1.2. Drive
  - 16.7.1.3. iCloud
  - 16.7.1.4. WeTransfer
- 16.7.2. Social Networks and Outreach
- 16.7.3. Use of ICTs in Live Shows

**16.8. Sample Supports**

- 16.8.1. Conventional Supports
  - 16.8.1.1. What are they?
  - 16.8.1.2. Which Ones are Known?
  - 16.8.1.3. Small Format
  - 16.8.1.4. Large Format
- 16.8.2. Unconventional Supports
  - 16.8.2.1. What are they?
  - 16.8.2.2. What are they?
  - 16.8.2.3. Where and How can They be Used?
- 16.8.3. Examples

**16.9. Corporate Events**

- 16.9.1. Corporate Events
  - 16.9.1.1. What are they?
  - 16.9.1.2. What are We Looking for?
- 16.9.2. The 5W+1H Concrete Review Applied to the Corporate
- 16.9.3. Most Commonly Used Supports

**16.10. Audiovisual Production**

- 16.10.1. Audiovisual Resources
  - 16.10.1.1. Museum Resources
  - 16.10.1.2. Scene Resources
  - 16.10.1.3. Event Resources
- 16.10.2. Types of Plans
- 16.10.3. Emergence of Projects
- 16.10.4. Phases of the Process

**Module 17. Design of Cultural Events**

**17.1. Project Management**

- 17.1.1. Gathering Information, Project Start-Up: What should We Do?
- 17.1.2. Study of Possible Locations
- 17.1.3. Pros and Cons of the Chosen Options

**17.2. Research Techniques. Design Thinking**

- 17.2.1. Stakeholder Maps
- 17.2.2. Focus Group
- 17.2.3. Bench Marking

**17.3. Experiential Design Thinking**

- 17.3.1. Cognitive Immersion
- 17.3.2. Covert Observation
- 17.3.3. World Cafe

**17.4. Defining Target Audience**

- 17.4.1. Who Is the Event Aimed at?
- 17.4.2. Why Are We Doing the Event?
- 17.4.3. What Is the Purpose of the Event?

**17.5. Trends**

- 17.5.1. New Trends in Staging
- 17.5.2. Digital Contributions
- 17.5.3. Immersive and Experiential Events

**17.6. Personalization and Design Space**

- 17.6.1. Adaptation of the Space to the Brand
- 17.6.2. Branding
- 17.6.3. Brand Manual

**17.7. Experience Marketing**

- 17.7.1. Living the Experience
- 17.7.2. Immersive Event
- 17.7.3. Fostering Memory

**17.8. Signage**

- 17.8.1. Signage Techniques
- 17.8.2. The Attendant's Vision
- 17.8.3. Coherence of the Story. Event with Signage

**17.9. The Event Venues**

- 17.9.1. Studies of Possible Venues. The 5 Why's
- 17.9.2. Choice of the Venue According to the Event
- 17.9.3. Selection Criteria

**17.10. Proposed Staging. Types of Scenarios**

- 17.10.1. New Staging Proposals
- 17.10.2. Prioritization of Proximity to the Speaker
- 17.10.3. Scenarios Related to Interaction

**Module 18. Planning of Cultural Events**

**18.1. Timing and Organization of the Program**

- 18.1.1. Time Available for the Organization of the Event
- 18.1.2. Duration of the Event
- 18.1.3. Event Activities

**18.2. Space Organization**

- 18.2.1. Number of Expected Attendees
- 18.2.2. Number of Simultaneous Rooms
- 18.2.3. Room Formats

**18.3. Speakers and Guests**

- 18.3.1. Choice of Speakers
- 18.3.2. Contact and Confirmation of Speakers
- 18.3.3. Management of Speakers' Attendance

**18.4. Protocol**

- 18.4.1. Range of Invited Guests
- 18.4.2. Disposition of the Presidency
- 18.4.3. Parliamentary Organization

**18.5. Security/Safety**

- 18.5.1. Access Control: the Security Perspective
- 18.5.2. Coordination with Security Forces
- 18.5.3. Internal Control of Spaces

**18.6. Emergencias**

- 18.6.1. Evacuation Plan:
- 18.6.2. Study of the Needs in Case of Emergency
- 18.6.3. Creation of Medical Assistance Point

**18.7. Capabilities**

- 18.7.1. Assessment of Capacity
- 18.7.2. Distribution of Attendees at the Venue
- 18.7.3. Maximum Capacities and Decisions to Be Made

**18.8. Accessible**

- 18.8.1. Study of the Number of Accesses
- 18.8.2. Capacity of Each of the Accesses
- 18.8.3. Timing Entry and Exit at Each Access

**18.9. Transport**

- 18.9.1. Assessment of Transportation Possibilities
- 18.9.2. Transportation Accessibility
- 18.9.3. Personal or Public Transportation Pros and Cons

**18.10. Locations**

- 18.10.1. How Many Locations Does the Event Have?
- 18.10.2. Where Are They Located
- 18.10.3. Ease of Access to Venues



“

*A 24-month program that will enhance your management, finance, strategy, marketing and leadership skills in the cultural and creative sector"*

07

# Methodology

This academic program offers students a different way of learning. Our methodology uses a cyclical learning approach: **Relearning**.

This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.





“

*Discover Relearning, a system that abandons conventional linear learning, to take you through cyclical teaching systems: a way of learning that has proven to be extremely effective, especially in subjects that require memorization"*

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

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

“

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



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



## A learning method that is different and innovative

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

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

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

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

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

## Relearning Methodology

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

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

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

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

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





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

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

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

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

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



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



### Study Material

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

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

### Classes

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

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

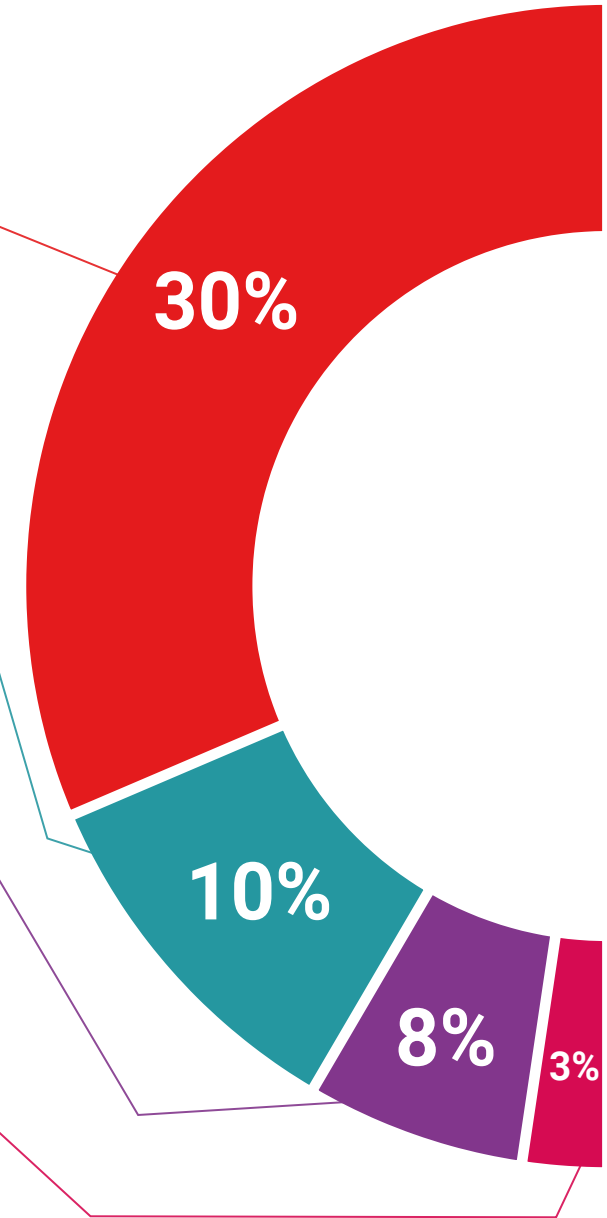
### Management Skills Exercises

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



### Additional Reading

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





### Case Studies

Students will complete a selection of the best case studies chosen specifically for this program. Cases that are presented, analyzed, and supervised by the best senior management specialists in the world.



### Interactive Summaries

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

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



### Testing & Retesting

We periodically evaluate and re-evaluate students' knowledge throughout the program, through assessment and self-assessment activities and exercises, so that they can see how they are achieving their goals.



08

# Our Students' Profiles

Students in this programme share a passion for both the cultural sector and business leadership. They seek to develop management skills in order to be able to make strategic decisions and lead their organizations to success. In addition, they are forward-thinking individuals, willing to be at the forefront of emerging trends and technologies in the sector, and who seek to network and collaborate with other leaders and professionals in the cultural field.





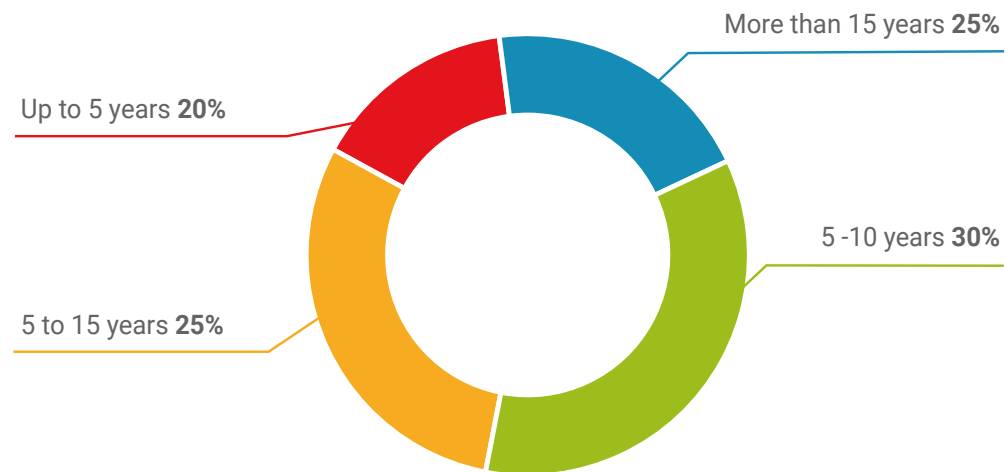
“

*Accept the challenge of developing your management and leadership skills in the cultural sector alongside a select group of professionals and experts"*

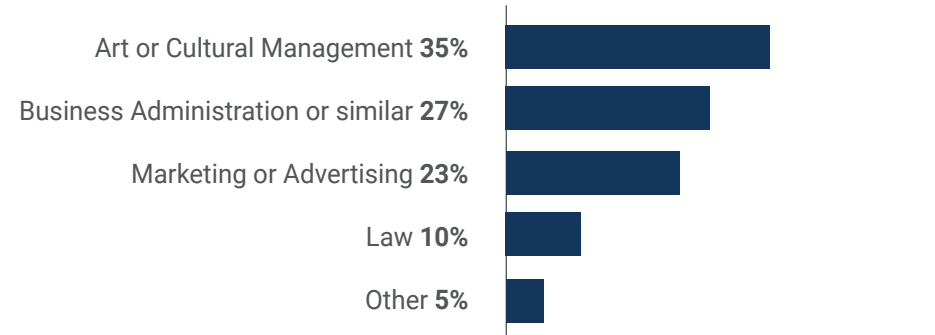
### Average Age

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

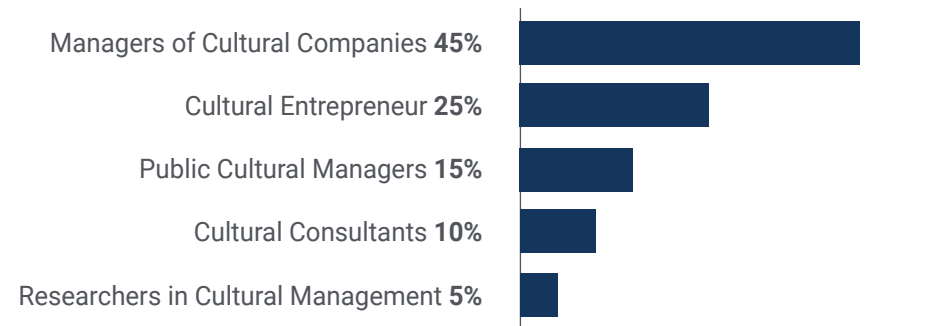
### Years of Experience



### Education

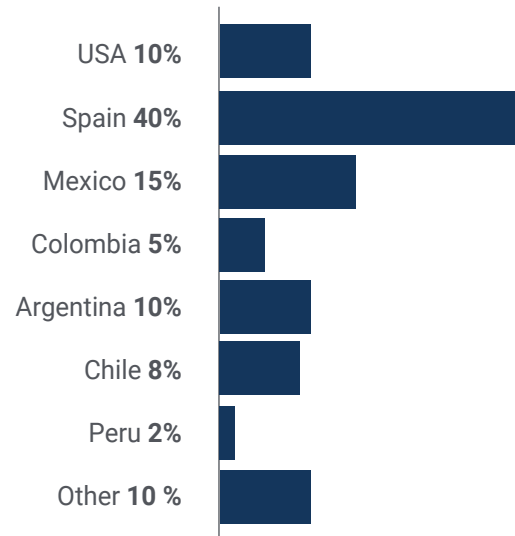


### Academic Profile



## Geographical Distribution

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## Sara Gómez Pérez

Marketing Director at an important contemporary art gallery

*"The Advanced Master's Degree in Senior Management of Cultural Sector Companies at TECH University has been an enriching and intense experience that has helped me to strengthen my skills and knowledge in the field of cultural management. The syllabus is complete and up-to-date, and the professors are experts in their field. It has been a valuable investment in my career and I recommend it without reservation to any professional looking to improve in this field"*

09

# Course Management

Each of the professionals selected to take part in this programme has a long track record in business leadership, which enables them to share their knowledge and experience effectively with the students. In addition, they are all committed to developing the skills necessary to succeed in the field of cultural management.

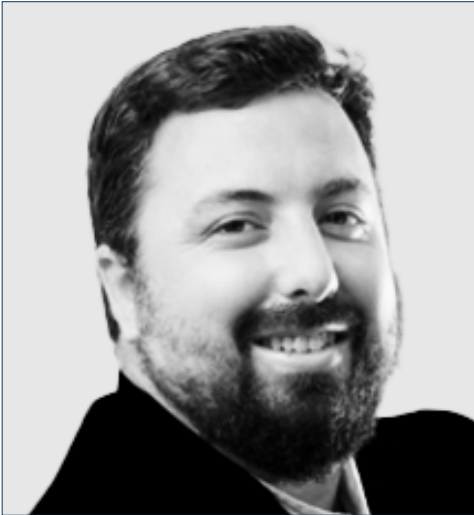




“

*You will learn from the best in their field, experienced leaders who will share their knowledge and experience with you”*

## Management



### Mr. Ledesma Carrillo, Carlos Atxoña

- ♦ Responsible for the International Area at Interurban Transports of Tenerife S.A.
- ♦ Legal Advisor in Interurban Transports of Tenerife S.A
- ♦ *Legal manager at Avalon Biz Consulting*
- ♦ Trainer in Data Protection oriented courses
- ♦ PhD in Regional Development at the University of La Laguna
- ♦ Law degree at La Laguna University
- ♦ Postgraduate Certificate in *Project Management* from Rey Juan Carlos University
- ♦ MBA Master in Business Administration and Management at the European University of the Canary Islands



## Professors

### Ms. González, Mónica

- ◆ Director of the Financial Area at CajaSiete Caja Rural
- ◆ Senior Internal Auditor at Bankia
- ◆ Senior internal auditor at Caja Insular de Ahorros de Canarias
- ◆ Senior auditor experience at Deloitte
- ◆ Degree in Business Administration by Las Palmas de Gran Canaria University
- ◆ Professional Master's Degree in Taxation and Tax Consulting from Financial Studies Center
- ◆ Executive Master's Degree in Financial Management and Advanced Finance from the Higher School of Banking Techniques and Practices
- ◆ Postgraduate Diploma in Financial Planning and Management Control in Banking by Analyst Financial Analysts International
- ◆ Management Development Expert in Portfolio Management by International Financial Analysts

# 10

# Impact on Your Career

The impact of this Advanced Master's Degree on the student's career is immediate and long-lasting. The knowledge acquired and skills developed during the programme allow students to have a global vision of the cultural sector, as well as leadership and team management skills that are highly valued in the labour market. Graduates of this program have the ability to face any challenge in the business environment of the cultural sector and stand out in any leadership position.





“

*Become a leader capable of facing any business challenge in the cultural sector”*

*Gain the skills and knowledge you need to excel in any leadership position and make a difference in your career.*

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

The Advanced Master's Degree in Senior Management of Cultural Sector Companies of TECH Global University is an intensive program that prepares students to face challenges and business decisions, both nationally and internationally. Its main objective is to promote your personal and professional growth Helping students achieve success.

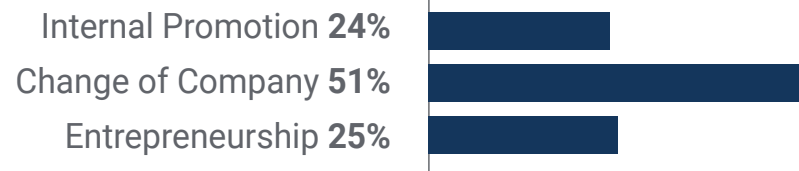
Therefore, those who wish to improve themselves, achieve a positive change at a professional level and interact with the best, will find their place at TECH.

*Strengthen your value proposition with the most outstanding techniques in cultural management and direction.*

### When the change occurs



### Type of change



### Salary increase

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This program represents a salary increase of more than **25.22%** for our students



11

# Benefits for Your Company

Having employees who have completed the Advanced Master's Degree in Senior Management of Cultural Sector Companies is an added value for any company in the sector. These professionals will be able to develop innovative and effective strategies, lead multidisciplinary teams and make the right decisions in an increasingly competitive and changing environment. In addition, they will be able to apply their knowledge to specific projects and provide creative solutions that contribute to the growth and sustainability of the company.





“

*With professionals graduating from this program  
your company will be at the forefront of the  
cultural sector”*

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

01

### Growth of talent and intellectual capital

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

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02

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

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

03

### Building agents of change

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

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04

### Increased international expansion possibilities

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



05

### **Project Development**

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

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06

### **Increased competitiveness**

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

# 12 Certificate

The Advanced Master's Degree in Senior Management of Cultural Sector Companies guarantees students, in addition to the most rigorous and up-to-date education, access to an Advanced Master's Degree issued by TECH Global University.





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*The completion of this Advanced Master's Degree will give you access to a high-level qualification that will be essential to improve your employability"*

This program will allow you to obtain your **Advanced Master's Degree diploma in Senior Management of Cultural Sector Companies** endorsed by **TECH Global University**, the world's largest online university.

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

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

Title: **Advanced Master's Degree in Senior Management of Cultural Sector Companies**

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**



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



**Advanced Master's Degree**  
Senior Management of  
Cultural Sector Companies

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

# Advanced Master's Degree Senior Management of Cultural Sector Companies

