

Advanced Master's Degree Senior Purchasing Management



Advanced Master's Degree Senior Purchasing 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-purchasing-management

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01

Introduction to the Program

Senior Purchasing Management plays a strategic role in shaping the competitive advantage of companies. In a globalized market where efficiency and responsiveness are crucial, experts must implement innovative methodologies and adopt emerging technologies to optimize procurement processes. In order to facilitate this task, TECH presents an exclusive 100% online university program focused on the latest trends in the field of Senior Purchasing Management.



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With this fully online program, you will master the most innovative purchasing strategies to make decisions that positively impact profitability and organizational competitiveness”

In a dynamic and changing business context, Purchasing Management is facing increasingly complex challenges. Globalization, digitalization and growing consumer expectations force companies to review their procurement strategies to ensure competitiveness and efficiency. In response, experts need to handle the most cutting-edge tools to make strategic decisions that contribute to cost reduction, risk management and strengthening relationships with suppliers.

For this reason, TECH is launching an innovative program in Senior Purchasing Management. Designed by renowned experts in this area, the academic itinerary will delve into issues ranging from the fundamentals of executive management or the use of the latest technological tools to the implementation of the most modern marketing strategies to optimize the visibility of companies in different markets. As a result, graduates will be able to design and execute purchasing strategies aligned with the company's strategic objectives, guaranteeing operational efficiency and resource optimization.

At the same time, in order to consolidate such knowledge in an efficient and immediate manner, TECH programs are based on the exclusive Relearning methodology. Through this system, experts will reinforce understanding by repeating key concepts throughout the program, which will be presented in a variety of audiovisual media for progressive and effective knowledge acquisition. In addition, the curriculum includes the participation of a renowned International Guest Director, who will give intensive Masterclasses that will provide students with advanced leadership skills.

This **Advanced Master's Degree in Senior Purchasing 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 Purchasing 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 Purchasing 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



A prestigious International Guest Director will offer rigorous Masterclasses on the latest trends in the field of Senior Purchasing Management”

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You will motivate multidisciplinary Purchasing teams, managing resources and ensuring the alignment of activities with the company's objectives”

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

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

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

You will have access to a learning system based on repetition, with natural and progressive teaching throughout the entire syllabus.

You will gain valuable lessons learned through real-world case studies in simulated learning environments.



02

Why Study at TECH?

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



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

The world's best online university, according to FORBES

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

Forbes
Mejor universidad
online del mundo

Plan
de estudios
más completo

The most complete syllabuses on the university scene

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

The best top international faculty

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

Profesorado
TOP
Internacional

La metodología
más eficaz

A unique learning method

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

The world's largest online university

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

nº1
Mundial
Mayor universidad
online del mundo

The official online university of the NBA

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

Leaders in employability

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



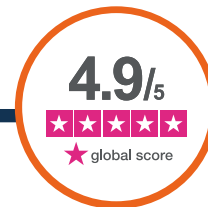
Google Premier Partner

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



The official online university of the NBA

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.



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.



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.

03 Syllabus

Thanks to this university program, experts will have a comprehensive knowledge of the fundamentals of Senior Purchasing Management. To this end, the curriculum will delve into factors ranging from the particularities of executive management or commercial management to the most sophisticated techniques for researching the market. The syllabus will also provide graduates with various strategies to ensure that purchasing projects meet the deadlines, budgets and objectives initially established.





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You will learn the keys to integrate sustainable and responsible practices in purchasing strategies, promoting Corporate Social Responsibility”

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 Oral
 - 1.5.2. Business Ethics
 - 1.5.3. Leadership and Ethics in Companies
- 1.6. Sustainability
 - 1.6.1. Sustainability and Sustainable Development
 - 1.6.2. The 2030 Agenda
 - 1.6.3. Sustainable Companies
- 1.7. Corporate Social Responsibility
 - 1.7.1. International Dimensions of Corporate Social Responsibility
 - 1.7.2. Implementing Corporate Social Responsibility
 - 1.7.3. The Impact and Measurement of Corporate Social Responsibility

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

Module 2. Strategic Management and Executive Management

- 2.1. Organizational Analysis and Design
 - 2.1.1. Conceptual Framework
 - 2.1.2. Key Elements in Organizational Design
 - 2.1.3. Basic Organizational Models
 - 2.1.4. Organizational Design: Typologies
- 2.2. Corporate Strategy
 - 2.2.1. Competitive Corporate Strategy
 - 2.2.2. Types of Growth Strategies
 - 2.2.3. Conceptual Framework
- 2.3. Strategic Planning and Strategy Formulation
 - 2.3.1. Conceptual Framework
 - 2.3.2. Elements of Strategic Planning
 - 2.3.3. Strategic Formulation: Process of Strategic Planning
- 2.4. Strategic Thinking
 - 2.4.1. The Company as a System
 - 2.4.2. Organization Concept

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

Module 3. People and Talent Management

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

- 3.9. Talent Management
 - 3.9.1. Keys for Positive Management
 - 3.9.2. Conceptual Origin of Talent and Its Implication in the Company
 - 3.9.3. Map of Talent in the Organization
 - 3.9.4. Cost and Added Value
- 3.10. Innovation in Talent and People Management
 - 3.10.1. Strategic Talent Management Models
 - 3.10.2. Talent Identification, Training and Development
 - 3.10.3. Loyalty and Retention
 - 3.10.4. Proactivity and Innovation
- 3.11. Motivation
 - 3.11.1. The Nature of Motivation
 - 3.11.2. Expectations Theory
 - 3.11.3. Needs Theory
 - 3.11.4. Motivation and Financial Compensation
- 3.12. Employer Branding
 - 3.12.1. Employer Branding in Human Resources
 - 3.12.2. Personal Branding for Human Resources Professionals
- 3.13. Developing High-Performance Teams
 - 3.13.1. High-Performance Teams: Self-Managed Teams
 - 3.13.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 3.14. Management Skills Development
 - 3.14.1. What Are Manager Competencies?
 - 3.14.2. Elements of Competencies
 - 3.14.3. Knowledge
 - 3.14.4. Management Skills
 - 3.14.5. Attitudes and Values in Managers
 - 3.14.6. Managerial Skills
- 3.15. Time Management
 - 3.15.1. Benefits
 - 3.15.2. What Can Be the Causes of Poor Time Management?
 - 3.15.3. Time
 - 3.15.4. Time Illusions
 - 3.15.5. Attention and Memory
 - 3.15.6. State of Mind
 - 3.15.7. Time Management
 - 3.15.8. Being Proactive
 - 3.15.9. 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 Health and Safety Teams
 - 3.19.1. Management of Human Resources and Teams
 - 3.19.2. Occupational Risk Prevention
- 3.20. Productivity, Attraction, Retention and Activation of Talent
 - 3.20.1. Productivity
 - 3.20.2. Talent Attraction and Retention Levers

- 3.21. Monetary Compensation vs. Non-Cash
 - 3.21.1. Monetary Compensation vs. Non-Cash
 - 3.21.2. Wage Band Models
 - 3.21.3. Non-Cash Compensation Models
 - 3.21.4. Working Model
 - 3.21.5. Corporate Community
 - 3.21.6. Company Image
 - 3.21.7. Emotional Salary
- 3.22. Innovation in Talent and People Management
 - 3.22.1. Innovation in Organizations
 - 3.22.2. New Challenges in the Human Resources Department
 - 3.22.3. Innovation Management
 - 3.22.4. Tools for Innovation
- 3.23. Knowledge and Talent Management
 - 3.23.1. Knowledge and Talent Management
 - 3.23.2. Knowledge Management Implementation
- 3.24. Transforming Human Resources in the Digital Era
 - 3.24.1. The Socioeconomic Context
 - 3.24.2. New Forms of Corporate Organization
 - 3.24.3. New Methodologies

Module 4. Economic and Financial Management

- 4.1. Economic Environment
 - 4.1.1. Macroeconomic Environment and the National Financial System
 - 4.1.2. Financial Institutions
 - 4.1.3. Financial Markets
 - 4.1.4. Financial Assets
 - 4.1.5. Other Financial Sector Entities
- 4.2. Company Financing
 - 4.2.1. Sources of Financing
 - 4.2.2. Types of Financing Costs

- 4.3. Executive Accounting
 - 4.3.1. Basic Concepts
 - 4.3.2. The Company's Assets
 - 4.3.3. The Company's Liabilities
 - 4.3.4. The Company's Net Worth
 - 4.3.5. Results Research
- 4.4. Management Accounting to Cost Accounting
 - 4.4.1. Elements of Cost Calculation
 - 4.4.2. Expenses in General Accounting and Cost Accounting
 - 4.4.3. Costs Classification
- 4.5. Information Systems and Business Intelligence
 - 4.5.1. Fundamentals and Classification
 - 4.5.2. Cost Allocation Phases and Methods
 - 4.5.3. Choice of Cost Center and Impact
- 4.6. Budget and Management Control
 - 4.6.1. The Budget Model
 - 4.6.2. Capital Budget
 - 4.6.3. The Operating Budget
 - 4.6.5. The Treasury's Budget
 - 4.6.6. Budget Monitoring
- 4.7. Treasury Management
 - 4.7.1. Accounting Working Capital and Required Working Capital
 - 4.7.2. Calculation of Operating Cash Requirements
 - 4.7.3. Credit Management
- 4.8. Corporate Tax Responsibility
 - 4.8.1. Basic Tax Concepts
 - 4.8.2. Corporate Income Tax
 - 4.8.3. Value Added Tax
 - 4.8.4. Other Taxes Related to Commercial Activity
 - 4.8.5. The Company as a Facilitator of the Work of the State

- 4.9. Corporate Control Systems
 - 4.9.1. Analysis of Financial Statements
 - 4.9.2. The Company's Balance Sheet
 - 4.9.3. The Profit and Loss Statement
 - 4.9.4. The Statement of Cash Flows
 - 4.9.5. Ratio Analysis
- 4.10. Financial Management
 - 4.10.1. The Company's Financial Decisions
 - 4.10.2. Financial Department
 - 4.10.3. Cash Surpluses
 - 4.10.4. Risks Associated with Financial Management
 - 4.10.5. Financial Administration Risk Management
- 4.11. Financial Planning
 - 4.11.1. Definition of Financial Planning
 - 4.11.2. Actions to Be Taken in Financial Planning
 - 4.11.3. Creation and Establishment of the Business Strategy
 - 4.11.4. The Cash Flow Table
 - 4.11.5. The Working Capital Table
- 4.12. Corporate Financial Strategy
 - 4.12.1. Corporate Strategy and Sources of Financing
 - 4.12.2. Financial Products for Corporate Financing
- 4.13. Macroeconomic Context
 - 4.13.1. Macroeconomic Context
 - 4.13.2. Relevant Economic Indicators
 - 4.13.3. Mechanisms for the Control of Macroeconomic Magnitudes
 - 4.13.4. Economic Cycles
- 4.14. Strategic Financing
 - 4.14.1. Self-Financing
 - 4.14.2. Increase in Equity
 - 4.14.3. Hybrid Resources
 - 4.14.4. Financing Through Intermediaries
- 4.15. Money and Capital Markets
 - 4.15.1. Money Market
 - 4.15.2. Fixed Income Market
 - 4.15.3. Equity Markets
 - 4.15.4. The Foreign Exchange Market
 - 4.15.5. The Derivatives Market
- 4.16. Financial Analysis and Planning
 - 4.16.1. Analysis of the Balance Sheet
 - 4.16.2. Income Statement Analysis
 - 4.16.3. Profitability Analysis
- 4.17. Analyzing and Solving Cases/Problems
 - 4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

Module 5. Operations and Logistics Management

- 5.1. Operations Direction and Management
 - 5.1.1. The Role of Operations
 - 5.1.2. The Impact of Operations on the Management of Companies
 - 5.1.3. Introduction to Operations Strategy
 - 5.1.4. Introduction to Operations Strategy
- 5.2. Industrial Organization and Logistics
 - 5.2.1. Industrial Organization Department
 - 5.2.2. Industrial Organization Department
- 5.3. Structure and Types of Production (MTS, MTO, ATO, ETO...)
 - 5.3.1. Production System
 - 5.3.2. Production Strategy
 - 5.3.3. Inventory Management System
 - 5.3.4. Production Indicators
- 5.4. Structure and Types of Procurement
 - 5.4.1. Function of Procurement
 - 5.4.2. Procurement Management
 - 5.4.3. Types of Purchases
 - 5.4.4. Efficient Purchasing Management of a Company
 - 5.4.5. Stages of the Purchase Decision Process

- 5.5. Economic Control of Purchasing
 - 5.5.1. Economic Influence of Purchases
 - 5.5.2. Cost Centers
 - 5.5.3. Budget
 - 5.5.4. Budgeting vs. Actual Expenditure
 - 5.5.5. Budgetary Control Tools
- 5.6. Warehouse Operations Control
 - 5.6.1. Inventory Control
 - 5.6.2. Location Systems
 - 5.6.3. Stock Management Techniques
 - 5.6.4. Storage Systems
- 5.7. Strategic Purchasing Management
 - 5.7.1. Business Strategy
 - 5.7.2. Strategic Planning
 - 5.7.3. Purchasing Strategies
- 5.8. Typologies of the Supply Chain (SCM)
 - 5.8.1. Supply Chain
 - 5.8.2. Benefits of Supply Chain Management
 - 5.8.3. Logistical Management in the Supply Chain
- 5.9. Supply Chain Management
 - 5.9.1. The Concept of Management of the Supply Chain
 - 5.9.2. Costs and Efficiency of the Operations Chain
 - 5.9.3. Demand Patterns
 - 5.9.4. Operations Strategy and Change
- 5.10. Interactions Between the SCM and All Other Departments
 - 5.10.1. Interaction of the Supply Chain
 - 5.10.2. Interaction of the Supply Chain. Integration by Parts
 - 5.10.3. Supply Chain Integration Problems
 - 5.10.4. Supply Chain
- 5.11. Logistics Costs
 - 5.11.1. Logistics Costs
 - 5.11.2. Problems with Logistics Costs
 - 5.11.3. Optimizing Logistic Costs
- 5.12. Profitability and Efficiency of Logistics Chains: KPIs
 - 5.12.1. Logistics Chain
 - 5.12.2. Profitability and Efficiency of the Logistics Chain
 - 5.12.3. Indicators of Profitability and Efficiency of the Supply Chain
- 5.13. Process Management
 - 5.13.1. Process Management
 - 5.13.2. Process-Based Approach: Process Mapping
 - 5.13.3. Improvements in Process Management
- 5.14. Distribution and Transportation Logistics
 - 5.14.1. Distribution in the Supply Chain
 - 5.14.2. Transportation Logistics
 - 5.14.3. Geographic Information Systems as a Support to Logistics
- 5.15. Logistics and Customers
 - 5.15.1. Demand Analysis
 - 5.15.2. Demand and Sales Forecast
 - 5.15.3. Sales and Operations Planning
 - 5.15.4. Collaborative Planning, Forecasting and Replenishment (CPFR)
- 5.16. International Logistics
 - 5.16.1. Export and Import Processes
 - 5.16.2. Customs
 - 5.16.3. Methods and Means of International Payment
 - 5.16.4. International Logistics Platforms
- 5.17. Outsourcing of Operations
 - 5.17.1. Operations Management and Outsourcing
 - 5.17.2. Outsourcing Implementation in Logistics Environments
- 5.18. Competitiveness in Operations
 - 5.18.1. Operations Management
 - 5.18.2. Operational Competitiveness
 - 5.18.3. Operations Strategy and Competitive Advantages
- 5.19. Quality Management
 - 5.19.1. Internal and External Customers
 - 5.19.2. Quality Costs
 - 5.19.3. Ongoing Improvement and the Deming Philosophy

Module 6. Information Systems Management

- 6.1. Technological Environment
 - 6.1.1. Technology and Globalization
 - 6.1.2. Economic Environment and Technology
 - 6.1.3. Technological Environment and Its Impact on Companies
- 6.2. Information Systems in Companies
 - 6.2.1. The Evolution of the IT Model
 - 6.2.2. Organization and IT Departments
 - 6.2.3. Information Technology and Economic Environment
- 6.3. Corporate Strategy and Technology Strategy
 - 6.3.1. Creating Value for Customers and Shareholders
 - 6.3.2. Strategic IS/IT Decisions
 - 6.3.3. Corporate Strategy vs. Technological and Digital Strategy
- 6.4. Information Systems Management
 - 6.4.1. Corporate Governance of Technology and Information Systems
 - 6.4.2. Management of Information Systems in Companies
 - 6.4.3. Expert Managers in Information Systems: Roles and Functions
- 6.5. Information Technology Strategic Planning
 - 6.5.1. Information Technology Strategic Planning
 - 6.5.2. Strategic Planning of Information Systems
 - 6.5.3. Phases of Information Systems Strategic Planning
- 6.6. Information Systems for Decision-Making
 - 6.6.1. Business Intelligence
 - 6.6.2. Data Warehouse
 - 6.6.3. Balanced Scorecard (BSC)
- 6.7. Exploring the Information
 - 6.7.1. SQL: Relational Databases. Basic Concepts
 - 6.7.2. Networks and Communications
 - 6.7.3. Operational System: Standardized Data Templates
 - 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
 - 6.7.5. Strategic DB Analysis and Report Composition
- 6.8. Corporate Business Intelligence
 - 6.8.1. The World of Data
 - 6.8.2. Relevant Concepts
 - 6.8.3. Main Characteristics
 - 6.8.4. Solutions in Today's Market
 - 6.8.5. Overall Architecture of a BI Solution
 - 6.8.6. Cybersecurity in BI and Data Science
- 6.9. New Business Concept
 - 6.9.1. Why BI?
 - 6.9.2. Obtaining Information
 - 6.9.3. Obtaining Information
 - 6.9.4. Reasons to Invest in BI
- 6.10. BI Tools and Solutions
 - 6.10.1. How to Choose the Best Tool?
 - 6.10.2. Microsoft Power BI, MicroStrategy and Tableau
 - 6.10.3. SAP BI, SAS BI and Qlikview
 - 6.10.4. Prometheus
- 6.11. BI Project Planning and Management
 - 6.11.1. First Steps to Define a BI Project
 - 6.11.2. BI Solution for the Company
 - 6.11.3. Requirements and Objectives
- 6.12. Corporate Management Applications
 - 6.12.1. Information Systems and Corporate Management
 - 6.12.2. Applications for Corporate Management
 - 6.12.3. Enterprise Resource Planning 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 Communications

- 7.1. Commercial Management
 - 7.1.1. Conceptual Framework of Commercial Management
 - 7.1.2. Business Strategy and Planning
 - 7.1.3. The Role of Sales Managers
- 7.2. Marketing
 - 7.2.1. The Concept of Marketing
 - 7.2.2. Basic Elements of Marketing
 - 7.2.3. Marketing Activities in Companies
- 7.3. Strategic Marketing Management
 - 7.3.1. The Concept of Strategic Marketing
 - 7.3.2. Concept of Strategic Marketing Planning
 - 7.3.3. Stages in the Process of Strategic Marketing Planning
- 7.4. Digital Marketing and E-Commerce
 - 7.4.1. Digital Marketing and E-Commerce Objectives
 - 7.4.2. Digital Marketing and Media Used
 - 7.4.3. E-Commerce. General Context
 - 7.4.4. Categories of E-Commerce
 - 7.4.5. Advantages and Disadvantages of E-Commerce versus Traditional Commerce
- 7.5. Managing Digital Business
 - 7.5.1. Competitive Strategy in the Face of the Growing Digitalization of the Media
 - 7.5.2. Designing and Creating a Digital Marketing Plan
 - 7.5.3. ROI Analysis in a Digital Marketing Plan
- 7.6. Digital Marketing to Reinforce a Brand
 - 7.6.1. Online Strategies to Improve Your Brand's Reputation
 - 7.6.2. Branded Content and Storytelling
- 7.7. Digital Marketing Strategy
 - 7.7.1. Defining the Digital Marketing Strategy
 - 7.7.2. Digital Marketing Strategy Tools
- 7.8. Digital Marketing to Attract and Retain Customers
 - 7.8.1. Loyalty and Engagement Strategies using 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 in Creating an Online Marketing Plan
 - 7.10.3. Advantages of Having an Online Marketing Plan
- 7.11. Blended Marketing
 - 7.11.1. What Is Blended Marketing?
 - 7.11.2. Differences Between Online and Offline Marketing
 - 7.11.3. Aspects to Be Taken into Account in the Blended Marketing Strategy
 - 7.11.4. Features 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 Support and Tools
 - 7.14.3. Internal Communication Plan
- 7.15. Digital Communication and Reputation
 - 7.15.1. Online Reputation
 - 7.15.2. How to Measure Digital Reputation?
 - 7.15.3. Online Reputation Tools
 - 7.15.4. Online Reputation Report
 - 7.15.5. Online Branding

Module 8. Market Research, Advertising and Commercial Management

- 8.1. Market Research
 - 8.1.1. Marketing Research: Historical Origin
 - 8.1.2. Analysis and Evolution of the Conceptual Framework of Marketing Research
 - 8.1.3. Key Elements and Value Contribution of Market Research
- 8.2. Quantitative Research Methods and Techniques
 - 8.2.1. Sample Size
 - 8.2.2. Sampling
 - 8.2.3. Types of Quantitative Techniques
- 8.3. Qualitative Research Methods and Techniques
 - 8.3.1. Types of Qualitative Research
 - 8.3.2. Qualitative Research Techniques
- 8.4. Market Segmentation
 - 8.4.1. Market Segmentation Concept
 - 8.4.2. Utility and Segmentation Requirements
 - 8.4.3. Consumer Market Segmentation
 - 8.4.4. Industrial Market Segmentation
 - 8.4.5. Segmentation Strategies
 - 8.4.6. Segmentation Based on Marketing Mix Criteria
 - 8.4.7. Market Segmentation Methodology





- 8.5. Research Project Management
 - 8.5.1. Market Research as a Process
 - 8.5.2. Planning Stages in Market Research
 - 8.5.3. Execution Stages in Marketing Research
 - 8.5.4. Managing a Research Project
- 8.6. International Market Research
 - 8.6.1. International Market Research
 - 8.6.2. International Market Research Process
 - 8.6.3. The Importance of Secondary Sources in International Market Research
- 8.7. Feasibility Studies
 - 8.7.1. Concept and Usefulness
 - 8.7.2. Outline of a Feasibility Study
 - 8.7.3. Development of a Feasibility Study
- 8.8. Publicity
 - 8.8.1. Historical Background of Advertising
 - 8.8.2. Conceptual Framework of Advertising; Principles, Concept of Briefing and Positioning
 - 8.8.3. Advertising Agencies, Media Agencies and Advertising Professionals
 - 8.8.4. Importance of Advertising in Business
 - 8.8.5. Advertising Trends and Challenges
- 8.9. Developing the Marketing Plan
 - 8.9.1. Marketing Plan Concept
 - 8.9.2. Situation Analysis and Diagnosis
 - 8.9.3. Strategic Marketing Decisions
 - 8.9.4. Operating Marketing Decisions
- 8.10. Promotion and Merchandising Strategies
 - 8.10.1. Integrated Marketing Communication
 - 8.10.2. Advertising Communication Plan
 - 8.10.3. Merchandising as a Communication Technique
- 8.11. Media Planning
 - 8.11.1. Origin and Evolution of Media Planning
 - 8.11.2. 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 Direction and 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
 - 9.9.4. BORRAR
- 9.10. Project Risk Management Planning
 - 9.10.1. Risk Planning
 - 9.10.2. Elements for Creating a Risk Management Plan
 - 9.10.3. Tools for Creating a Risk Management Plan
 - 9.10.4. Content of the Risk Management Plan

Module 10. Executive Management

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

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

Module 11. Project and Quality Management for Buyers

- 11.1. Lean Management
 - 11.1.1. The Basic Principles of Lean Management
 - 11.1.2. Improvement and Problem-Solving Groups
 - 11.1.3. New Forms of Maintenance and Quality Management
- 11.2. Lean Tools for Project Management
 - 11.2.1. Quality Improvement Tools
 - 11.2.2. Cost Improvement Tools
 - 11.2.3. Deadline Improvement Tools
 - 11.2.4. Tools for Improving Personnel Involvement
- 11.3. Practical Application of Lean Management: Basic Principles and Rules
 - 11.3.1. Identification of Waste in Purchasing and Procurement
 - 11.3.2. Practical Application of the 4 Lean Rules
 - 11.3.3. Univocal Definition of Subprocesses by Means of SIPOC
- 11.4. Lean Six Sigma in Purchasing Processes
 - 11.4.1. Maximize Value through the DMAI Improvement Approach
 - 11.4.2. Diagnosis of Process Capability and Improvement Potential
 - 11.4.3. Use of Process and Result Metrics in Procurement
- 11.5. Project Quality Management
 - 11.5.1. Project Planning Based on Requirements and Specifications
 - 11.5.2. Customer Requirements and Competitive Evaluation
 - 11.5.3. Objectives, Relationships and Correlations
 - 11.5.4. Modal Analysis of Failures and Effects
- 11.6. Total Quality Management and Advanced Project Management
 - 11.6.1. Total Quality Management
 - 11.6.2. Six - Sigma as a Global Business Management System
 - 11.6.3. EFQM Model
- 11.7. Map of the Value Chain in Purchasing Processes
 - 11.7.1. Identification of Specific Improvement Objectives
 - 11.7.2. Adjustment and Balancing of Processes to Reduce Non-Value Time and Optimize Resources

Module 12. Purchasing and Procurement Function

- 12.1. Purchasing and Value Chain
 - 12.1.1. Mission, Objective and Structure of the Purchasing and Procurement Department
 - 12.1.2. Main Components of the Purchasing Department
 - 12.1.3. Purchasing and Logistic Flow of the Company
 - 12.1.4. Indicator Management, Scorecard
- 12.2. Purchasing Strategy Development
 - 12.2.1. Purchase Conditions
 - 12.2.2. Management of Receipts, Orders and Delivery Notes
 - 12.2.3. Incident and Inventory Management
- 12.3. Price, Cost and Purchase Value Analysis
 - 12.3.1. Category Management
 - 12.3.2. RFP and RFQ Systems
 - 12.3.3. International Pricing Index
 - 12.3.4. Dynamic Pricing
- 12.4. Purchasing Risk Management
 - 12.4.1. Nature of the Risk
 - 12.4.2. Risks in the Supply Market
 - 12.4.3. Insurance
 - 12.4.4. Price Risks, Volatility
- 12.5. E-Procurement
 - 12.5.1. E-Business and E-Sourcing
 - 12.5.2. Auctions and Reverse Auctions
 - 12.5.3. Application Costs and Most Commonly Used Systems
 - 12.5.4. E-Purchasing
- 12.6. Purchasing in Different Industries and Sectors
 - 12.6.1. Purchase of Services
 - 12.6.2. Purchase of Equipment
 - 12.6.3. Purchase of Merchandising, Marketing and Advertising
 - 12.6.4. IT, Transportation and Other Sectors
 - 12.6.5. Procurement in the Public Sector

Module 13. Strategic Purchasing Management

- 13.1. Strategic Purchasing Management
 - 13.1.1. New Challenges in Purchasing, Sourcing and Procurement Management
 - 13.1.2. Purchasing Function in Companies and in the Supply Chain
 - 13.1.3. Purchasing Function as a Resource Provider
 - 13.1.4. BORRAR
- 13.2. Lean Management in Purchasing Processes
 - 13.2.1. Lean Buying
 - 13.2.2. Outsourcing in the SCM
 - 13.2.3. Lean Supplying
- 13.3. Purchasing Strategy Design
 - 13.3.1. Externalization
 - 13.3.2. Process Outsourcing
 - 13.3.3. Globalization
 - 13.3.4. Relocation
- 13.4. Outsourcing-Insourcing
 - 13.4.1. Purchasing Models and Processes
 - 13.4.2. Segmentation Models
 - 13.4.3. Role of e-Procurement
- 13.5. Strategic Sourcing
 - 13.5.1. Supplier Selection and Strategy
 - 13.5.2. Value Generation from Strategic Procurement
 - 13.5.3. Operators
- 13.6. Warehouse Design and Management
 - 13.6.1. Advanced Warehouse Design
 - 13.6.2. Picking and Sorting
 - 13.6.3. Material Flow Control
- 13.7. Lean Warehouse
 - 13.7.1. The Fundamentals of Lean Warehousing
 - 13.7.2. Inventory Management Systems
 - 13.7.3. Radio Frequency in Warehouse Design

- 13.8. Transportation and Distribution Management
 - 13.8.1. Coordination Between Transport and Warehousing
 - 13.8.2. Logistics Activity Zones (LAZ)
 - 13.8.3. Air and Inland Freight Transport Regulations and Agreements
- 13.9. Internal Logistics
 - 13.9.1. Calculation of Requirements
 - 13.9.2. Typology of Warehouses in a JIT System
 - 13.9.3. DOUKI SEISAN Supplies
 - 13.9.4. Lean Materials Handling

Module 14. Supplier Relationship Management

- 14.1. Supplier Search Planning
 - 14.1.1. Bidding Process and Criteria Development
 - 14.1.2. Identifying Potential Suppliers
 - 14.1.3. Supplier Selection
- 14.2. Supplier Selection Criteria
 - 14.2.1. Economic Criteria
 - 14.2.2. Quality Criteria
 - 14.2.3. Other Criteria
- 14.3. Supplier Relationship Management
 - 14.3.1. Ethics in Relations
 - 14.3.2. Recruitment Planning
 - 14.3.3. Acquisition of Services
- 14.4. Integrating Suppliers in the Value Chain
 - 14.4.1. Phases in the Process of Integration
 - 14.4.2. Risks and Control Parameters
 - 14.4.3. Monitoring
 - 14.4.4. Integration Breakdown
- 14.5. Contract Management and Administration
 - 14.5.1. Negotiation and Implementation
 - 14.5.2. Results Monitoring and Control
 - 14.5.3. Contract Closure

Module 15. Socio-Ecological Impact

- 15.1. Corporate Social Responsibility
 - 15.1.1. Strategic Vision and Corporate Social Responsibility
 - 15.1.2. Systems and Models for Implementing Corporate Social Responsibility
 - 15.1.3. Organization Corporate Social Responsibility
 - 15.1.4. Roles and Responsibilities
- 15.2. SCM and Corporate Responsibility
 - 15.2.1. Value Creation in an Economy of Intangibles
 - 15.2.2. CSR: Corporate Commitment
 - 15.2.3. Social, Environmental, and Economic Impact
- 15.3. Responsible Finance and Investment
 - 15.3.1. Transparency in Information
 - 15.3.2. Finance and Responsible Investment
 - 15.3.3. Social Economy, Cooperativity and Corporate Social Responsibility
- 15.4. Business and Environment
 - 15.4.1. Sustainable Development
 - 15.4.2. Legislative Developments in Environmental Liability
 - 15.4.3. Response of Companies to Environmental Problems
 - 15.4.4. Waste and Emissions
- 15.5. Responsible Management Systems and Tools
 - 15.5.1. Social Responsibility Management Systems
 - 15.5.2. Quality Management Systems, the Environment and Occupational Health and Safety
 - 15.5.3. Audits
- 15.6. Business Ethics
 - 15.6.1. Ethical Conduct in the Company
 - 15.6.2. Deontology and Ethical Codes
 - 15.6.3. Fraud and Conflicts of Interest

Module 16. Global Sourcing

- 16.1. Global Economic Environment
 - 16.1.1. The Fundamentals of the Global Economy
 - 16.1.2. The Globalization of Companies and Financial Markets
 - 16.1.3. Growth & Development in Emerging Markets
 - 16.1.4. International Monetary System
- 16.2. Adaptation of Purchasing to Global Sourcing
 - 16.2.1. Purchasing Structure
 - 16.2.2. The Need for New Skills
 - 16.2.3. Intermediaries
- 16.3. Import Management
 - 16.3.1. Customs, Export and Import Processes
 - 16.3.2. International Commerce Institutions and Agreements
 - 16.3.3. BORRAR
 - 16.3.4. Plant Management and International Purchasing
- 16.4. International Logistics Distribution
 - 16.4.1. International Logistics Platforms
 - 16.4.2. International Transport Operator
 - 16.4.3. Hubs and Distribution
- 16.5. Incoterms and International Document Management
 - 16.5.1. Exportation or Implantation
 - 16.5.2. Agency, Distribution and International Sales and Purchase Agreements
 - 16.5.3. Industrial and Intellectual Property
 - 16.5.4. Taxes and Tariffs Classification
- 16.6. Methods and Means of International Payment
 - 16.6.1. Payment Method Selection
 - 16.6.2. Documentary Credit
 - 16.6.3. Bank Guarantee and Documentary Credit
- 16.7. International Lean Logistics
 - 16.7.1. Lean Basis with Application in International Logistics
 - 16.7.2. Main Implications and Requirements
 - 16.7.3. Other Methodologies to Improve the Process

Module 17. Performance and Auditing

- 17.1. General Aspects of Business Management Indicators
 - 17.1.1. Functions of Management Indicators
 - 17.1.2. Indicator Panel and Balance Score Card
 - 17.1.3. Logistics Indicators
- 17.2. Starting Material Purchase Indicators
 - 17.2.1. Efficiency Indicators
 - 17.2.2. Economic Indicators
 - 17.2.3. Internal Customer Relations Indicators
 - 17.2.4. Procurement Effectiveness Indicators
 - 17.2.5. Procurement Efficiency Indicators
 - 17.2.6. Purchasing Objectives
- 17.3. Service Purchasing Indicators
 - 17.3.1. Economic Indicators
 - 17.3.2. Procurement Effectiveness Indicators
 - 17.3.3. Efficiency Indicators
 - 17.3.4. Relationship Indicators
 - 17.3.5. Indicators of Relationship with our Internal Customers
- 17.4. Other Indicators
 - 17.4.1. Performance Indicators
 - 17.4.2. Purchasing Team Productivity Indicators
- 17.5. Purchasing Audit
 - 17.5.1. BORRAR
 - 17.5.2. Audit Objectives
 - 17.5.3. Scope of the Audit in Terms of Purchase Control
 - 17.5.4. Internal Audits, Training, and Contractor Policies and Procedures
- 17.6. Benchmarking in Purchasing Management
 - 17.6.1. Types of Benchmarking
 - 17.6.2. How to Benchmark the Market
 - 17.6.3. Benefits and Advantages of the Application of Benchmarking in a Purchasing Department
 - 17.6.4. Benchmarking Measurement



TECH's characteristic Relearning system will allow you to learn with less effort and more performance, involving you more in your professional specialization"

04

Teaching Objectives

The main objectives of the Senior Purchasing Management program are to qualify strategic leaders capable of designing and executing procurement policies aligned with corporate objectives. At the same time, graduates will develop advanced skills to optimize supply chain management through advanced negotiation and cost control techniques. In addition, they will be able to both identify and mitigate risks early, ensuring that projects are executed successfully.



“

You will design product procurement tactics that align with business objectives and maximize earned value”



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 a company
- ♦ 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
- ♦ Define procurement policies within the framework of integrated logistics
- ♦ Define the policies, practices and levers that shape purchasing management, as well as customer-supplier relations
- ♦ Use the most appropriate purchasing tools for the selection and evaluation of the best suppliers
- ♦ Structure requirements in the area of purchasing
- ♦ Implement a productivity improvement and cost reduction plan
- ♦ Evaluate and measure results by identifying key indicators



Specific Objectives

Module 1. Leadership, Ethics and Social Responsibility in Companies

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

Module 2. Strategic Management and Executive Management

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

Module 3. People and Talent Management

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

Module 4. Economic and Financial Management

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

Module 5. Operations and Logistics Management

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



Module 6. Information Systems Management

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

Module 7. Commercial Management, Strategic Marketing and Corporate Communications

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

Module 8. Market Research, Advertising and Commercial Management

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

Module 9. Innovation and Project Management

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

Module 10. Executive Management

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

Module 11. Project and Quality Management for Buyers

- ♦ Train in project management for the purchasing function, ensuring the efficient implementation of processes that improve quality in procurement
- ♦ Develop skills in the integration of quality within the purchasing process, using tools and methodologies to ensure the satisfaction of organizational needs and continuous improvement

Module 12. Purchasing and Procurement Function

- ♦ Obtain skills to identify and select suitable suppliers, negotiating favorable prices and conditions for the organization
- ♦ Delve into the design of procurement strategies that optimize resources and improve the company's profitability

Module 13. Strategic Purchasing Management

- ♦ Integrate the purchasing function into the company's overall strategy, ensuring efficient management of suppliers and resources
- ♦ Promote strategic decision making related to supplier selection, contract conditions and price negotiation



Module 14. Supplier Relationship Management

- ♦ Delve into the effective management of supplier relationships, developing strategic partnerships that favor the growth and stability of the organization
- ♦ Acquire skills in supplier evaluation and segmentation, creating a long-term partnership plan that ensures quality and on-time delivery

Module 15. Socio-Ecological Impact

- ♦ Delve into the evaluation of the socio-ecological impact of purchasing decisions, promoting responsible purchasing practices that contribute to sustainable development
- ♦ Develop skills to implement purchasing policies that reduce environmental impact and promote corporate social responsibility

Module 16. Global Sourcing

- ♦ Analyze global purchasing management, identifying opportunities and challenges in the procurement of goods and services in international markets
- ♦ Develop skills to select and negotiate with global suppliers, ensuring quality, cost and timely delivery of products

Module 17. Performance and Auditing

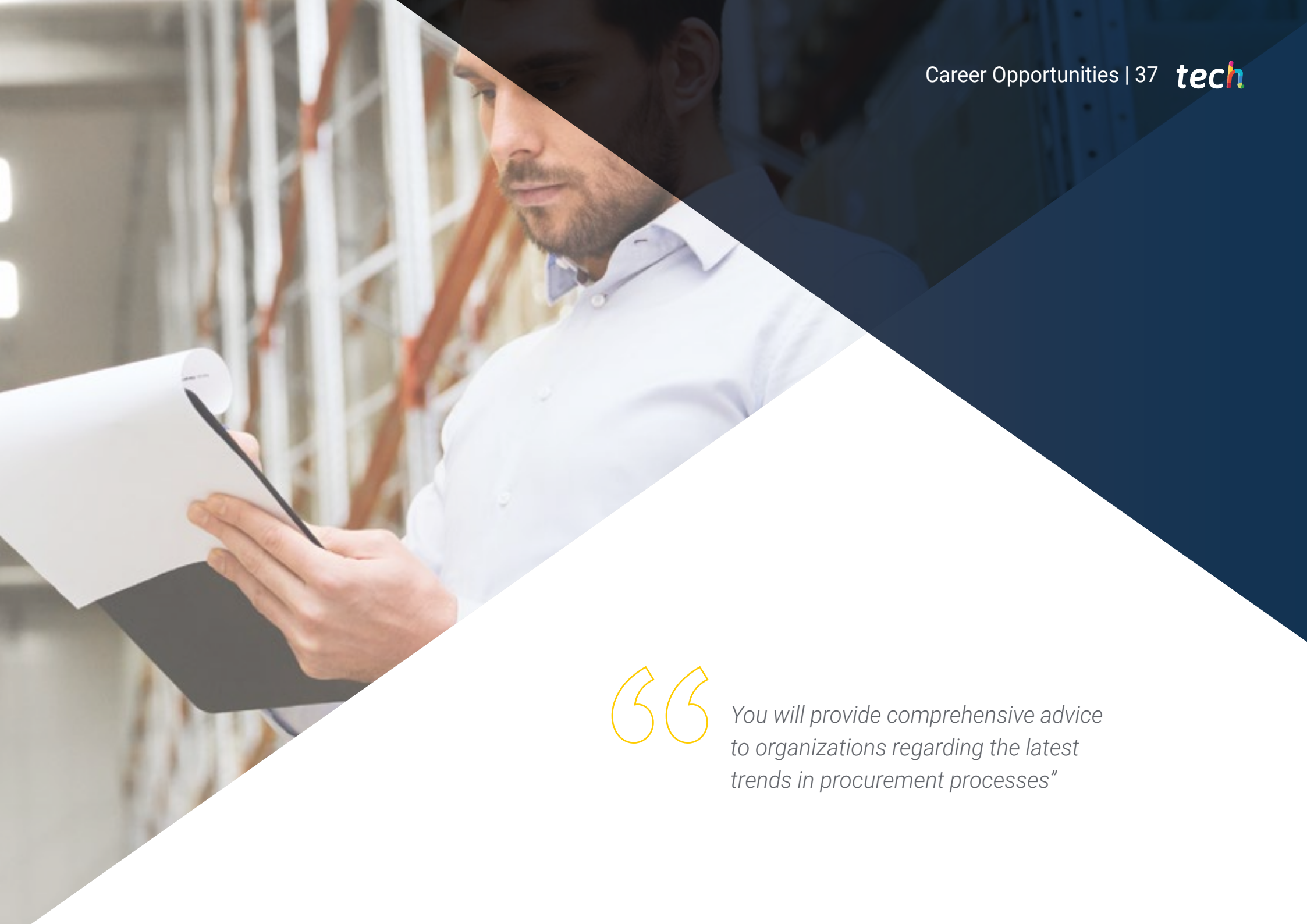
- ♦ Train in the measurement and evaluation of the performance of purchasing processes, using auditing tools to ensure the effectiveness and efficiency of the procurement system
- ♦ Develop skills to conduct internal and external procurement audits, identifying areas for improvement and proposing solutions to optimize processes

05

Career Opportunities

Upon completion of this program in Senior Purchasing Management, professionals will acquire a solid understanding of procurement and supplier management strategies to optimize resources and reduce costs. Graduates will be able to design and implement efficient purchasing processes, negotiate strategic contracts and use advanced technologies in the supply chain. In addition, they will be prepared to lead multidisciplinary teams and strengthen business relationships, improving their perspectives and assuming roles as Purchasing Manager.





“

You will provide comprehensive advice to organizations regarding the latest trends in procurement processes”

Graduate Profile

Graduates of the Senior Purchasing Management program are highly qualified to manage and optimize procurement processes within organizations. They have a deep knowledge of purchasing strategies, negotiation with suppliers and technological tools necessary to improve efficiency and reduce costs. In addition, they are prepared to design and implement customized purchasing plans, collaborate with multidisciplinary teams and act as a liaison between the company and its suppliers, promoting sustainability and business competitiveness.

You will implement cutting-edge strategies in the Purchasing area, adopting emerging technologies to improve the efficiency of organizations.

- ♦ **Purchasing and Time Management:** A crucial skill is the ability to efficiently manage procurement processes, including planning purchases, organizing activities, prioritizing tasks and resolving conflicts with suppliers and within the team
- ♦ **Critical Thinking and Problem Solving:** Professionals develop the ability to apply critical thinking to analyze complex situations in the supply chain, identify problems and generate creative solutions that optimize costs and improve operational efficiency
- ♦ **Digital Competence in Purchasing:** In the current context, it is essential for professionals to handle advanced digital tools to manage purchasing, from e-procurement platforms to data analytics software, optimizing processes and improving data-driven decision making
- ♦ **Strategic Negotiation:** Graduates acquire advanced skills in negotiation techniques, enabling them to obtain favorable terms with suppliers and secure agreements that benefit the organization in the long term





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

1. **Purchasing Manager:** Expert in managing and directing the procurement processes for goods and services, optimizing costs and ensuring quality in the company's purchases
2. **Supply Manager:** Professional in charge of supervising and coordinating the flow of supplies, ensuring the timely availability of materials needed for the company's operations
3. **Purchasing Analyst:** Specialist in analyzing market trends, evaluating suppliers and conducting cost studies to support strategic decision making in the purchasing area
4. **Supplier Negotiation Manager:** Professional specialized in negotiating contracts and favorable conditions with suppliers, always seeking the best balance between cost, quality and delivery time
5. **Procurement Management Consultant:** Advises organizations on the optimization of their procurement processes, implementation of best practices and adoption of advanced procurement technologies
6. **Logistics and Purchasing Coordinator:** Responsible for coordinating logistics and purchasing activities, ensuring efficient integration between materials procurement and product distribution
7. **Procurement Specialist:** Professional expert in procurement management and public tenders, ensuring compliance with regulations and transparency in government procurement processes
8. **Procurement Innovation Manager:** Responsible for implementing innovative strategies in the area of procurement, adopting emerging technologies and sustainable practices to improve efficiency and competitiveness
9. **Purchasing Strategy Director:** Professional responsible for developing and executing the company's overall purchasing strategy, aligning procurement with corporate objectives and market trends
10. **Director of Inventory Management:** Responsible for optimizing inventory levels, coordinating with the purchasing area to ensure product availability without incurring excess stock

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

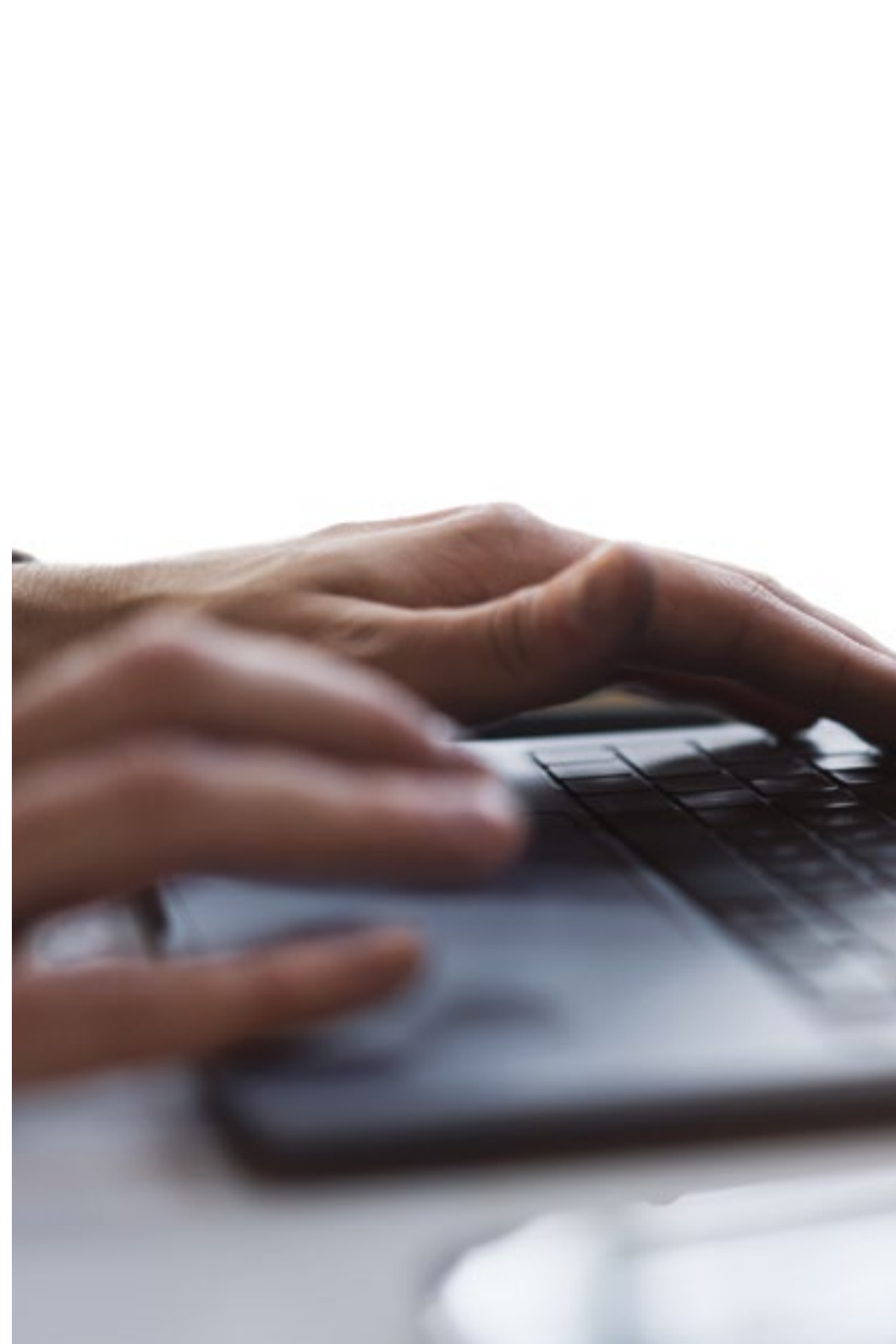
In TECH's study methodology, the student is the main protagonist.

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 teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, 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

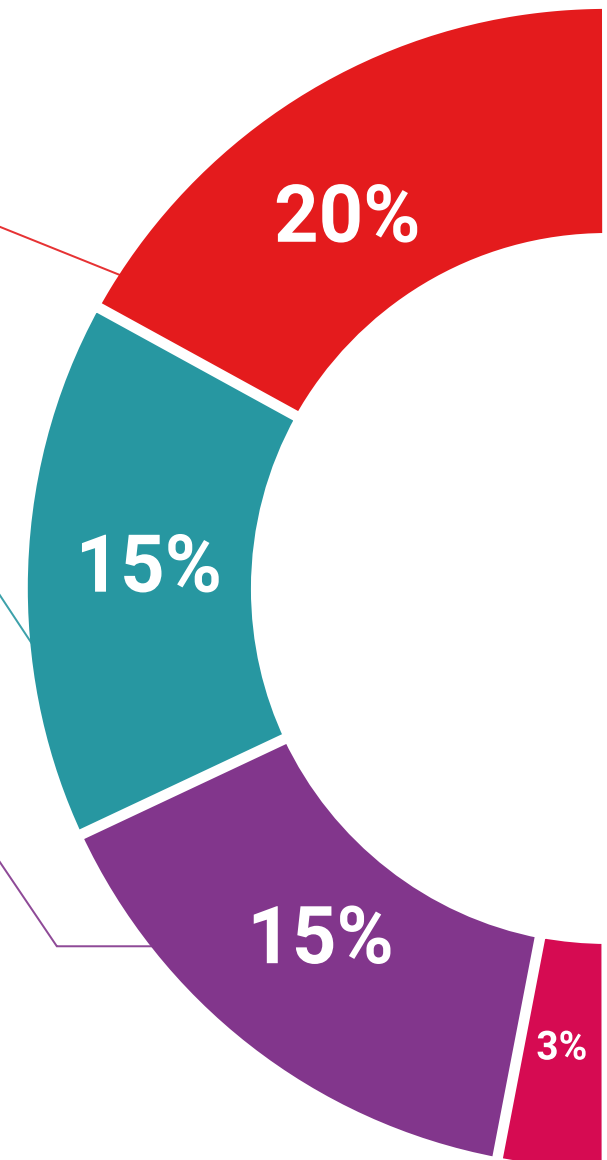
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

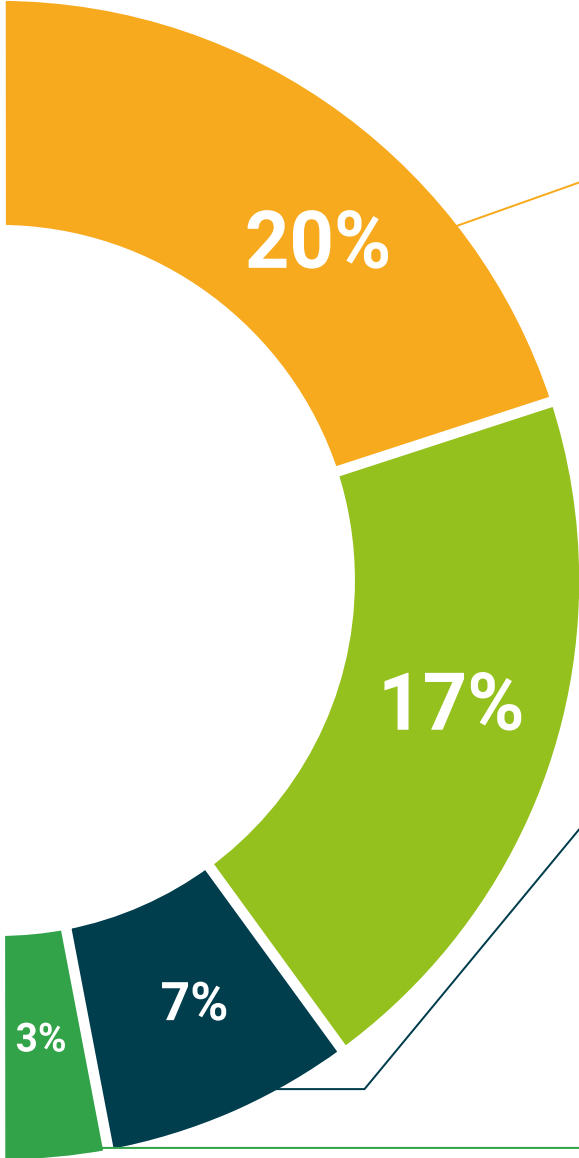
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



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

TECH's fundamental premise is to offer the most complete and up-to-date university degrees in the academic panorama. To achieve this, it carries out a rigorous process to form its teaching staff. As a result, this program brings together the best specialists in the field of Senior Purchasing Management. In this way, their solid knowledge of this field and their extensive professional experience have been reflected in the teaching materials. Consequently, students will have access to an immersive experience that will allow them to make a substantial quality leap in their professional careers.





“

You will have access to a curriculum designed by a renowned teaching team specialized in Senior Purchasing Management, which will guarantee successful learning”

International Guest Director

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

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

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of 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 Luminare's new API for Shopper and Channel insights.

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



Mr. Gram, Mick

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

“

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

International Guest Director

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

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

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

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



Mr. Stevenson, Scott

- Director of Digital Marketing at Warner Bros. Discovery, Burbank, United States
- Traffic Manager at Warner Bros. Entertainment
- Master's Degree in Creative Writing from the University of California
- Bachelor's Degree in Telecommunications from the University of Florida

“

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

International Guest Director

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

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

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

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



Ms. Thole-Muir, Wendy

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

“

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

The Advanced Master's Degree in Senior Purchasing Management guarantees students, in addition to the most rigorous and up-to-date education, access to a Postgraduate Certificate 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 Purchasing 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 Purchasing Management**

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 Purchasing 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 Purchasing Management

