# Advanced Master's Degree
## MBA in Pharmaceutical Sales Management

A M D M B A P S M

tech global university

# tech global university

## Advanced Master's Degree
## MBA in Pharmaceutical Sales Management

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

Website: **www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-Pharmaceutical-Sales-Management**

# Index

## 01
# Welcome

Playing a Sales Management role in the Pharmaceutical Industry offers the opportunity to lead highly capable teams, as well as to influence commercial strategies that directly impact people's health and well-being. It also offers the possibility of working in a dynamic and constantly evolving environment, where innovation is encouraged and performance is rewarded. Likewise, the global reach of the Pharmaceutical Industry provides opportunities to develop professional networks at an international level, contributing to the advancement of science and medicine. For these reasons, TECH has conceived this 100% online program, based on the revolutionary Relearning methodology, consisting of the reiteration of key concepts for optimal assimilation of all content.

MBA in Pharmaceutical Sales Management
TECH Global University

*Prepare yourself for a position in the Pharmaceutical Sales Management Industry, an industry that offers you professional development and the satisfaction of contributing to people's lives"*

## 02
# Why Study at TECH?

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

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

## At TECH Technological University

### Innovation

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

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

### The Highest Standards

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

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

### Networking

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

**+100000** executives prepared each year

**+200** different nationalities

### Empowerment

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

**+500** | collaborative agreements with leading companies

### Talent

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

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

### Multicultural Context

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

TECH students represent more than 200 different nationalities.

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

### Analysis

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

### Academic Excellence

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

### Economy of Scale

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

### Learn with the best

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

Teachers representing 20 different nationalities.

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

# Why Our Program?

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

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

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

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

**01**

### A Strong Boost to Your Career

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

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

**02**

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

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

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

**03**

### Consolidate the student's senior management skills

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

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

**04**

### You will take on new responsibilities

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

*45% of graduates are promoted internally.*

## 05 Access to a powerful network of contacts

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

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

## 06 Thoroughly develop business projects.

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

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

## 07 Improve *soft skills* and management skills

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

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

## 08 You will be part of an exclusive community

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

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

# Objectives

The main objective of this program will be to equip professionals with the skills and knowledge necessary to effectively lead sales teams in a highly specialized and regulated environment. Therefore, it will provide graduates with a deep understanding of business management principles, sales strategies, pharmaceutical Marketing, government regulations and ethics in the industry. In addition, it will focus on developing leadership, communication and decision-making skills, which are fundamental to face the unique challenges of the pharmaceutical market.

" *Upon completion of the program, you will be prepared to drive sales growth, develop strong customer relationships and contribute to the commercial success of any pharmaceutical company.*"

**TECH makes the goals of their students their own goals too Working together to achieve them**
The **MBA in Pharmaceutical Sales Management** will enable students to:

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

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

**02** Develop the key leadership skills that should define working professionals
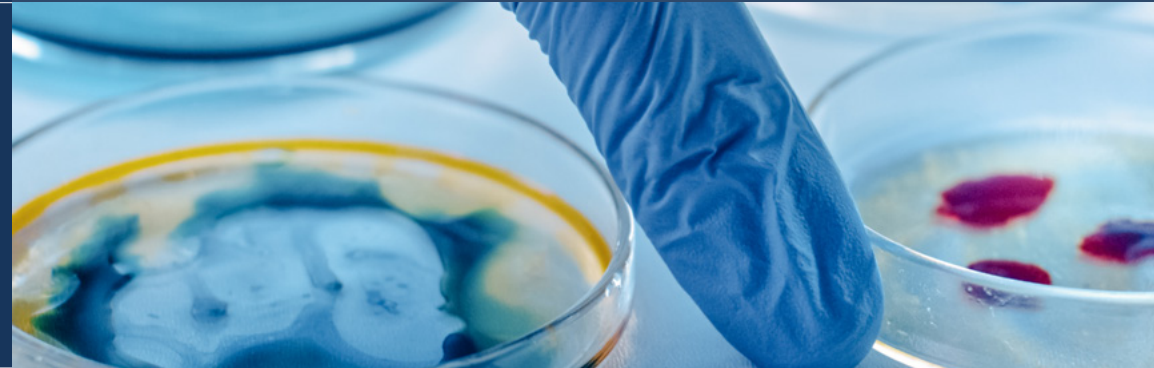


**03** Delve into the sustainability criteria set by international standards when developing a business plan

**05** Differentiate the skills required to manage business activities strategically

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

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

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

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

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

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

**12** Apply information and communication technologies to the different areas of the company

**13** Carry out the marketing strategy that allows to make the product known to potential clients and to generate an adequate image of the company

**14** Be able to develop all the phases of a business idea Design, feasibility plan, execution, follow-up

**15** Address workload distribution mechanisms of shared resources among several projects
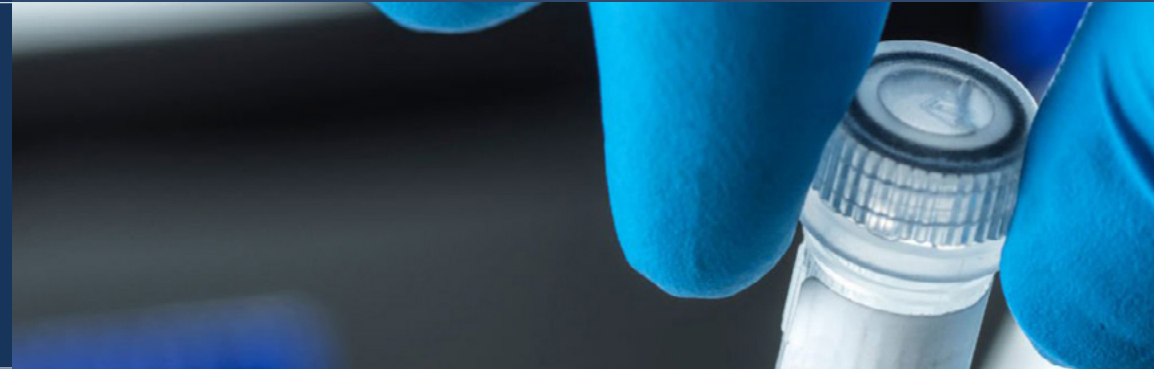
**16** Create innovative strategies in line with different projects

**18** Acquire specialized knowledge in the pharmaceutical industry

**19** Delve into the latest developments in the pharmaceutical industry

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

**20** Understand the structure and function of the pharmaceutical industry

**21** Understand the competitive environment of the pharmaceutical industry

**22** Understand market research concepts and methodologies

**23** Use market research technologies and tools

**24** Develop sales skills specific to the pharmaceutical industry

**25** Understand the sales cycle in the pharmaceutical industry

**26** Analyze customer behavior and market needs

**27** Develop leadership skills

**28** Understand the specific aspects of management in the pharmaceutical industry

**29** Apply project management techniques

**30** Understand the principles and fundamentals of Marketing in the pharmaceutical industry

## 05
# Skills

This program will develop professionals with solid skills in strategic and tactical sales management, including the ability to develop and implement effective business plans, manage multidisciplinary sales teams, and analyze market data to identify opportunities and challenges. In addition, focus will be placed on cultivating leadership skills to motivate and guide teams to achieve business objectives, as well as negotiation and communication skills to establish strong relationships with customers and stakeholders in the pharmaceutical industry. Emphasis will also be placed on industry-specific regulations and standards, business ethics and corporate social responsibility.

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

**01** Resolve business conflicts and problems between workers

**04** Exercise economic and financial control of a company

**02** Apply Lean management methodologies

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

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

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

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

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

**07** Delve into the new business models associated with information systems

**10** Develop and lead marketing plans

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

**14** Commit to sustainably developing the company, avoiding environmental impacts

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

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

**15** Apply the fundamentals of pharmaceutical Marketing

**16** Develop skills in the elaboration of Marketing plans

**18** Develop skills in the design and execution of research studies

**19** Develop skills in the management of pharmaceutical products

**17** Analyze the characteristics and needs of customers in the pharmaceutical industry

**20** Use digital Marketing tools and techniques

**21** Use new technological trends in the pharmaceutical industry

**22** Analyze the impact of new technologies in the pharmaceutical Industry

**23** Management of technology projects in this sector

**24** Analyze key financial concepts

**25** Apply Marketing project evaluation techniques.

**26** Assess the financial impact of Marketing strategies

**28** Analyze the different market segments

**29** Investigate trends and changes in consumer habits

**27** Understand the consumer behavior

**30** Apply market research techniques

# Structure and Content

The MBA in Pharmaceutical Sales Management will offer a wide range of content, designed to provide professionals with a comprehensive and specialized understanding of the sector. Therefore, it will include modules focused on strategic management and sales tactics, where topics such as commercial planning, pharmaceutical product development, market analysis and customer management will be addressed. In addition, specific aspects of the industry, such as government regulation,
ethics in the marketing of pharmaceutical products and risk management and regulatory compliance.

*The contents of this 100% online Advanced Master's Degree are designed to equip you with the skills and knowledge to excel in a highly specialized and constantly evolving field."*

## Syllabus

The MBA in Pharmaceutical Sales Management at TECH Global University is an intensive program that prepares students to face challenges and business decisions internationally. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

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

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

A plan designed for students, focused on their professional improvement and that prepares them to achieve excellence in the field of sales management in the

pharmaceutical industry. A program that understands your needs and those of your company through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will provide you with the competencies to solve critical situations in a creative and efficient way.

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

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

## Where, When and How is it Taught?

TECH offers the possibility of developing this MBA in Pharmaceutical Sales Management completely online. During the 24 months that the specialization lasts, students will be able to access all the contents of this program at any time, allowing them to self-manage their study time.

| | |
|---|---|
| Module 11 | Pharmaceutical Industry. |
| Module 12 | Structure of the Pharmaceutical Industry |
| Module 13 | Pharmaceutical Industry Market Research |
| Module 14 | The Sales Process in the Pharmaceutical Industry |
| Module 15 | Leadership and Team Management in the Pharmaceutical Industry |
| Module 16 | Pharmaceutical Marketing Plan |
| Module 17 | Marketing Management applied to the Pharmaceutical Industry |
| Module 18 | New Technologies Applied to the Pharmaceutical Sector |
| Module 19 | Finance for the Marketing Department |
| Module 20 | The Consumer |

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

**Module 1.** Leadership, Ethics and Social Responsibility in Companies

### 1.1. Globalization and Governance

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

### 1.2. Leadership

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

### 1.3. *Cross Cultural Management*

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

### 1.4. Management and Leadership Development

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

### 1.5. Business Ethics

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

### 1.6. Sustainability

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

### 1.7. Corporate Social Responsibility

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

### 1.8. Responsible Management Systems and Tools

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

### 1.9. Multinationals and Human Rights

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

### 1.10. Legal Environment and *Corporate Governance*

1.10.1. International Rules on Importation and Exportation
1.10.2. Intellectual and Industrial Property
1.10.3. International Labor Law

## Module 2. Strategic Management and Executive Management

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

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

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

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

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

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

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

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

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

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

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

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

## Module 3. People and Talent Management

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### 3.17. Negotiation and Conflict Management

3.17.1 Negotiation
3.17.2 Conflicts Management
3.17.3 Crisis Management

### 3.18. Executive Communication

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

### 3.19. Human Resources Management and PRL Teams

3.19.1. Management of Human Resources and Teams
3.19.2. Prevention of Occupational Hazards

### 3.20. Productivity, Attraction, Retention and Activation of Talent

3.20.1. Productivity
3.20.2. Talent Attraction and Retention Levers

### 3.21. Monetary Compensation Vs. Non-Cash

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

### 3.22. Innovation in Talent and People Management

3.22.1. Innovation in Organizations
3.22.2. New Challenges in the Human Resources Department
3.22.3. Innovation Management
3.22.4. Tools for Innovation

### 3.23. Knowledge and Talent Management

3.23.1. Knowledge and Talent Management
3.23.2. Knowledge Management Implementation

### 3.24. Transforming Human Resources in the Digital Era

3.24.1. The Socioeconomic Context
3.24.2. New Forms of Corporate Organization
3.24.3. New Methodologies

## Module 4. Economic and Financial Management

### 4.1. Economic Environment

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

### 4.2. Company Financing

4.2.1. Sources of Financing
4.2.2. Types of Financing Costs

### 4.3. Executive Accounting

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

### 4.4. From General Accounting to Cost Accounting

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

### 4.5. Information Systems and Business Intelligence

4.5.1. Fundamentals and Classification
4.5.2. Cost Allocation Phases and Methods
4.5.3. Choice of Cost Center and Impact

### 4.6. Budget and Management Control

4.6.1. The Budget Model
4.6.2. The Capital Budget
4.6.3. The Operating Budget
4.6.5. Treasury Budget
4.6.6. Budget Monitoring

### 4.7. Treasury Management

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

### 4.8. Corporate Tax Responsibility

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

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

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

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

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

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

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

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

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

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

## Module 5. Operations and Logistics Management

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

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

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

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

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

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

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

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

## 5.9. *Supply Chain Management*

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

## 5.10. Interactions Between the SCM and All Other Departments

5.10.1. Interaction of the Supply Chain
5.10.2. Interaction of the Supply Chain. Integration by Parts
5.10.3. Supply Chain Integration Problems
5.10.4. Supply Chain

## 5.11. Logistics Costs

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

## 5.12. Profitability and Efficiency of Logistics Chains: KPIS

5.12.1. Logistics Chain
5.12.2. Profitability and Efficiency of the Logistics Chain
5.12.3. Indicators of Profitability and Efficiency of the Supply Chain

## 5.13. Process Management

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

## 5.14. Distribution and Transportation and Logistics

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

## 5.15. Logistics and Customers

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

## 5.16. International Logistics

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

## 5.17. Outsourcing of Operations

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

## 5.18. Competitiveness in Operations

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

## 5.19. Quality Management

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

## Module 6. Information Systems Management

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Module 7. Commercial Management, Strategic Marketing and Corporate Communication

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Module 8. Market Research, Advertising and Commercial Management

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## 8.17. Key Account Management

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

## 8.18. Financial and Budgetary Management

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

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### Module 9. Innovation and Project Management

## 9.1. Innovation

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

## 9.2. Innovation Strategy

9.2.1. Strategic Intelligence and Innovation
9.2.2. Innovation from Strategy

## 9.3. *Project Management* for *Startups*

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

## 9.4. Business Model Design and Validation

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

## 9.5. Project Management

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

## 9.6. Project Change Management: Training Management

9.6.1. Concept of Change Management
9.6.2. The Change Management Process
9.6.3. Change Implementation

## 9.7. Project Communication Management

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

## 9.8. Traditional and Innovative Methodologies

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

## 9.9. Creation of a Startup

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

## 9.10. Project Risk Management Planning

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

## Module 10. Executive Management

### 10.1. *General Management*

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

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

10.2.1.  Manager Functions: Organizational Culture and Approaches

### 10.3. Operations Management

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

### 10.4. Public Speaking and Spokesperson Education

10.4.1.  Interpersonal Communication
10.4.2.  Communication Skills and Influence
10.4.3.  Communication Barriers

### 10.5. Personal and Organizational Communications Tools

10.5.1.  Interpersonal Communication
10.5.2.  Interpersonal Communication Tools
10.5.3.  Communication in the Organization
10.5.4.  Tools in the Organization

### 10.6. Communication in Crisis Situations

10.6.1.  Crisis
10.6.2.  Phases of the Crisis
10.6.3.  Messages: Contents and Moments

### 10.7. Preparation of a Crisis Plan

10.7.1.  Analysis of Possible Problems
10.7.2.  Planning
10.7.3.  Adequacy of Personnel

### 10.8. Emotional Intelligence

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

### 10.9. Personal Branding

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

### 10.10. Leadership and Team Management

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

## Module 11. Pharmaceutical Industry.

### 11.1. Pharmaceutical Market
11.1.1. Structure of the Pharmaceutical Market
11.1.2. Pharmaceutical Market Players
11.1.3. Fundamentals of the Pharmaceutical Market
11.1.4. Development of the Pharmaceutical Market

### 11.2. Product Types
11.2.1. Oral Drugs
11.2.2. Injectable Drugs
11.2.3. Topical Drugs
11.2.4. Inhaled Drugs

### 11.3. Clinical Trials and Regulatory Approval
11.3.1. Clinical Trial Design
11.3.2. Clinical Trial Planning
11.3.3. Clinical Trial Participant Selection
11.3.4. Clinical Trial Methodology

### 11.4. Supply Chain
11.4.1. Supply Chain Information Systems
11.4.2. Technology in the Supply Chain
11.4.3. Cold Chain Management
11.4.4. Transportation and Logistics Management

### 11.5. Distribution of Medicines
11.5.1. Distribution Channels
11.5.2. Inventory Management
11.5.3. Order Management
11.5.4. Risk Management

### 11.6. Marketing
11.6.1. Marketing Fundamentals
11.6.2. Competitive Analysis
11.6.3. Positioning
11.6.4. Health Professional Relationships

### 11.7. Technological Innovations in the Pharmaceutical Industry
11.7.1. Disruptive Technologies
11.7.2. Artificial Intelligence
11.7.3. Big Data
11.7.4. Bioinformatics

### 11.8. Price
11.8.1. Cost Analysis
11.8.2. Pricing Strategies
11.8.3. Pricing Policies
11.8.4. Differential Pricing

### 11.9. Drug Manufacturing
11.9.1. Good Manufacturing Practices
11.9.2. Manufacture Process
11.9.3. Sterilization Techniques
11.9.4. Validation Process

### 11.10. Quality Control of Drugs
11.10.1. Good Laboratory Practices
11.10.2. Physicochemical Analysis Methods
11.10.3. Analytical Method
11.10.4. Microbiological Analysis

## Module 12. Structure of the Pharmaceutical Industry

### 12.1. Pharmaceutical Development
12.1.1. Drug Discovery
12.1.2. Pharmacokinetics
12.1.3. Pharmacodynamics
12.1.4. Preclinical Trials

### 12.2. The Pharmaceutical Laboratory
12.2.1. Good Laboratory Practices
12.2.2. Laboratory Equipment
12.2.3. Laboratory Instrumentation
12.2.4. Microbiological Analysis

### 12.3. R&D
12.3.1. Screening Techniques
12.3.2. Validation Techniques
12.3.3. Rational Design
12.3.4. Medicinal Chemistry

### 12.4. Patents
12.4.1. Fundamentals of Intellectual Property
12.4.2. Patent Application Procedures
12.4.3. Patentability Analysis
12.4.4. Protection Strategies

### 12.5. Generics
12.5.1. Therapeutic Equivalence
12.5.2. Bioequivalence
12.5.3. Development Process
12.5.4. Manufacture Process

### 12.6. Stock Management
12.6.1. Stock Control
12.6.2. Inventory Management
12.6.3. Demand Forecasting Methods
12.6.4. Stock Management Software

### 12.7. Discounts
12.7.1. Volume Discounts
12.7.2. Prompt Payment Discounts
12.7.3. Loyalty Discounts
12.7.4. Profitability Analysis of Discounts

### 12.8. Pharmaceutical Industry Value Chain
12.8.1. Risk Management
12.8.2. Information Technologies
12.8.3. Sustainability
12.8.4. Social Responsibility

### 12.9. Strategic Partnerships
12.9.1. Collaborations
12.9.2. License Agreements
12.9.3. *Joint Ventures*
12.9.4. Negotiation of Strategic Alliances

### 12.10. Regulatory Agencies
12.10.1. Post-Marketing Surveillance
12.10.2. Regulatory Audits
12.10.3. Regulatory Harmonization
12.10.4. Mutual Recognition of Registrations

## Module 13. Market Research in the Pharmaceutical Industry

**13.1. Types of Market Research**
13.1.1. Qualitative Research
13.1.2. Quantitative Research
13.1.3. Collection Types
13.1.4. Market Research Design

**13.2. *Business Intelligence***
13.2.1. Data Management
13.2.2. BI Tools
13.2.3. Data Extraction
13.2.4. Data Upload

**13.3. Demand Analysis**
13.3.1. Statistical Analysis
13.3.2. Pattern Analysis
13.3.3. Segment Analysis
13.3.4. Factor Analysis

**13.4. Market Segmentation**
13.4.1. Benefits of Segmentation
13.4.2. Segmentation Methods
13.4.3. Segmentation Techniques
13.4.4. Analysis of Demographic Variables

**13.5. Competitor Research**
13.5.1. Competitive Structure Analysis
13.5.2. Analysis of Direct Competitors
13.5.3. Evaluation of The Competitive Position
13.5.4. Competitive Advantages

**13.6. Trend Analysis**
13.6.1. Information Sources
13.6.2. Analysis Tools
13.6.3. Trend Monitoring
13.6.4. Technological Trends

**13.7. Company Image**
13.7.1. Company Image Benefits
13.7.2. Key Elements of Corporate Image
13.7.3. Reputation Management
13.7.4. Corporate Communication

**13.8. Pricing Trends**
13.8.1. Price Trend Analysis
13.8.2. Price Trend Analysis Tools
13.8.3. International Price Analysis
13.8.4. Value Assessment

**13.9. Market Access Study**
13.9.1. Key Factors
13.9.2. Health Systems Analysis
13.9.3. Financing Models
13.9.4. Pricing Strategies

**13.10. Latest Technological Trends in Market Research**
13.10.1. *Machine Learning*
13.10.2. Massive Data Analysis
13.10.3. Social Network Analytics
13.10.4. Virtual Reality

## Module 14. Sales Process in the Pharmaceutical Industry

**14.1. Commercial Department Structure**
14.1.1. Hierarchical Structure
14.1.2. Organizational Design
14.1.3. Responsibility of the Sales Department
14.1.4. Talent Management

**14.2. The Medical Visit**
14.2.1. Responsibilities of The Medical Sales Representative
14.2.2. Ethics of The Medical Sales Representative
14.2.3. Effective Communication
14.2.4. Product Knowledge

**14.3. Point-of-Sale Promotional Actions**
14.3.1. Objectives of The Actions
14.3.2. Visual Merchandising
14.3.3. Materials Management
14.3.4. Impact Evaluation

**14.4. Sales Techniques**
14.4.1. Principle of Persuasion
14.4.2. Negotiation Skills
14.4.3. Scientific Update
14.4.4. Handling Objections

**14.5. Sales Communication**
14.5.1. Analysis of The Different Channels
14.5.2. Verbal Communication
14.5.3. Non-Verbal Communication
14.5.4. Written Communication

**14.6. Loyalty Strategies**
14.6.1. Loyalty Program
14.6.2. Personalized Customer Service
14.6.3. Follow-Up Programs
14.6.4. Therapeutic Compliance Programs

**14.7. Client Follow-Up**
14.7.1. Tools For Client Follow-Up
14.7.2. Satisfaction
14.7.3. Communication Techniques
14.7.4. Use of Data

**14.8. Sales Cycle Analysis**
14.8.1. Data Interpretation
14.8.2. Cycle Analysis
14.8.3. Sales Cycle Planning
14.8.4. Sales Cycle Management

**14.9. Sales Performance Evaluation**
14.9.1. KPI Performance Indicators
14.9.2. Effectiveness Analysis
14.9.3. Productivity Evaluation
14.9.4. Product Profitability Evaluation

**14.10. Technological Tools for Sales**
14.10.1. Customer Relationship Management (CRM)
14.10.2. Sales Force Automation
14.10.3. Route Optimization
14.10.4. E-Commerce Platforms

## Module 15. Leadership and Team Management in the Pharmaceutical Industry

### 15.1. Leadership in the Pharmaceutical Industry

15.1.1. Leadership Trends and Challenges
15.1.2. Transformational Leadership
15.1.3. Leadership in Risk Management
15.1.4. Continuous Improvement Leadership

### 15.2. Talent Management

15.2.1. Recruitment Strategies
15.2.2. Profile Development
15.2.3. Succession Planning
15.2.4. Talent Retention

### 15.3. Team Development and Training

15.3.1. GMP Good Manufacturing Practices
15.3.2. Technical Skills Development
15.3.3. Safety Training
15.3.4. R&D Development

### 15.4. Internal Communication Strategies

15.4.1. Development of an Open Communication Culture
15.4.2. Communication of Objectives and Strategies
15.4.3. Communication of Organizational Changes
15.4.4. Communication of Policies and Procedures

### 15.5. Performance Management

15.5.1. Establishment of Clear Goals and Objectives
15.5.2. Definition of Performance Indicators
15.5.3. Continuous Feedback
15.5.4. Performance Evaluation

### 15.6. Change Management

15.6.1. Diagnosis of The Need for Change
15.6.2. Effective Change Communication
15.6.3. Creating a Sense of Urgency
15.6.4. Identifying Change Leaders

### 15.7. Quality Management

15.7.1. Definition of Quality Standards
15.7.2. Implementation of Quality Management Systems
15.7.3. Quality Control in Production
15.7.4. Supplier Management

### 15.8. Marketing Budget Management

15.8.1. Strategic Marketing Planning
15.8.2. Establishing the Total Marketing Budget
15.8.3. Budget Distribution by Marketing Channels
15.8.4. Return on Investment (ROI) Analysis

### 15.9. Planning and Execution of Marketing Campaigns

15.9.1. Market and Target Audience Analysis
15.9.2. Establishment of Campaign Objectives
15.9.3. Development of Marketing Strategies
15.9.4. Selection of Marketing Channels

### 15.10. Updating Market News

15.10.1. Market Trend Analysis
15.10.2. Competition Monitoring
15.10.3. Monitoring of Industry Developments
15.10.4. Participation in Events and Conferences

## Module 16. Pharmaceutical Marketing Plan

### 16.1. Basis of the Pharmaceutical Marketing Plan
16.1.1. Analysis of the Environment
16.1.2. Opportunities
16.1.3. Threats
16.1.4. Implementation

### 16.2. The Objectives of The Marketing Plan
16.2.1. SMART Objectives
16.2.2. Market Penetration Objectives
16.2.3. Sales Growth Objectives
16.2.4. Customer Loyalty Objectives

### 16.3. The Overall Strategy of the Marketing Plan
16.3.1. Definition of The Vision
16.3.2. Objectives Setting
16.3.3. Marketing Plan Tools
16.3.4. Conclusions

### 16.4. OTC Marketing
16.4.1. Analysis of The OTC Products Market
16.4.2. Strategy Development
16.4.3. Packaging Design
16.4.4. Development of Expansion Strategies

### 16.5. *Consumer Care*Marketing
16.5.1. *Branding*
16.5.2. Use of Digital Marketing
16.5.3. Definition of Key Strategies
16.5.4. Conclusions

### 16.6. Medical Marketing
16.6.1. Specific Needs
16.6.2. Public Relations
16.6.3. Medical Conference Management
16.6.4. Strategies for Clinics

### 16.7. Marketing of Nutritional Components
16.7.1. Performance Measurement
16.7.2. Nutritional Marketing Trends
16.7.3. Advances in Nutrition Marketing
16.7.4. Conclusions

### 16.8. Marketing of Generic Products
16.8.1. Consumer Education
16.8.2. Branding and Labeling
16.8.3. PPV
16.8.4. Conclusions

### 16.9. Marketing of Hospital Products
16.9.1. Identifying The Target Market
16.9.2. Collaboration With Suppliers
16.9.3. Demonstrations
16.9.4. Conclusions

### 16.10. Digital Marketing in the Pharmaceutical Industry
16.10.1. Search Engine Optimization
16.10.2. PPC
16.10.3. Mobile Marketing Strategies
16.10.4. *E-Mail Marketing*

## Module 17. Marketing Management Applied to the Pharmaceutical Industry

### 17.1. Communication
17.1.1. Effective and Efficient Communication
17.1.2. Participation in Events
17.1.3. Communicative Team
17.1.4. Internal Communication

### 17.2. Advertising
17.2.1. Print Advertising
17.2.2. Television Commercials
17.2.3. Radio Advertisement
17.2.4. Social Media Advertisements

### 17.3. Direct Marketing
17.3.1. Direct Mail
17.3.2. Text Messages
17.3.3. Telephoning
17.3.4. Loyalty Programs

### 17.4. E-Marketing
17.4.1. Web Site
17.4.2. Partner Marketing
17.4.3. Content Marketing
17.4.4. Online Advertising

### 17.5. Market Trend Research
17.5.1. Technological Innovations
17.5.2. Epidemiological Changes
17.5.3. Access to Emerging Markets
17.5.4. Digitalization in Healthcare

### 17.6. Differentiation
17.6.1. Innovative Drugs
17.6.2. Improved Formulations
17.6.3. Safety Approach
17.6.4. Patient Support Services

### 17.7. Advertising Campaigns
17.7.1. *Got Milk*
17.7.2. *Share a Coke*
17.7.3. *The Truth*
17.7.4. *Like a Girl*

### 17.8. Content Creation
17.8.1. Scientific Publications
17.8.2. Educational Materials
17.8.3. Online Content
17.8.4. *Webinars*

### 17.9. Consumer Needs
17.9.1. Security
17.9.2. Efficacy
17.9.3. Quality
17.9.4. Accessibility

### 17.10. Consumer Behavior
17.10.1. Health Problems
17.10.2. Medical Influence
17.10.3. Information Research
17.10.4. Previous Experiences

## Module 18. New Technologies Applied to the Pharmaceutical Sector

### 18.1. Artificial Intelligence (AI)
18.1.1. Drug Discovery
18.1.2. Clinical Research
18.1.3. Medical Analysis
18.1.4. Personalized Therapy

### 18.2. Technology *Blockchain*
18.2.1. Supply Chain
18.2.2. Traceability
18.2.3. Authentication
18.2.4. Data Management

### 18.3. *Big Data*
18.3.1. Genomic Data
18.3.2. Molecular Data
18.3.3. Clinical Data
18.3.4. Data Analysis

### 18.4. Digital Health
18.4.1. Mobile Applications
18.4.2. Telemedicine
18.4.3. Virtual Consultations
18.4.4. On-Line Communities

### 18.5. Intelligent Medical Devices
18.5.1. Smart Insulin Pumps
18.5.2. Connected Glucose Meters
18.5.3. Smart Inhalers
18.5.4. Cardiac Monitoring Devices

### 18.6. 3D Printing
18.6.1. Personalized Drug Manufacturing
18.6.2. Drug Formulation
18.6.3. Design of Complex Pharmaceutical Forms
18.6.4. Anatomical Models

### 18.7. Nanotechnology
18.7.1. Genetic Therapy
18.7.2. Disease Detection
18.7.3. Photothermal Therapy
18.7.4. Regenerative Nanomedicine

### 18.8. Robotics
18.8.1. Automation of Production Lines
18.8.2. Drug Synthesis
18.8.3. Automated Pharmacy
18.8.4. Robot-Assisted Surgery

### 18.9. Biosensors
18.9.1. Glucose Biosensors
18.9.2. PH Biosensors
18.9.3. Oxygen Biosensors
18.9.4. Lactate Biosensors

### 18.10. Augmented Reality
18.10.1. Product Promotion
18.10.2. Training of Professionals
18.10.3. Dosage Guide
18.10.4. Medical Data Visualization

## Module 19. Finance for the Marketing Department

### 19.1. Marketing Budget
19.1.1. Traditional Advertising
19.1.2. Digital Marketing
19.1.3. Media Relations
19.1.4. Public Relations

### 19.2. Cost-Benefit Analysis
19.2.1. ACE
19.2.2. ACU
19.2.3. CBA
19.2.4. ACM

### 19.3. Performance Measurement
19.3.1. Market Share 1
19.3.2. Return on Investment
19.3.3. Research and Development
19.3.4. Operational Efficiency

### 19.4. Financial Planning
19.4.1. Budget
19.4.2. Inventory Management
19.4.3. Risk Management
19.4.4. Capitalization

### 19.5. Financial Risk Management
19.5.1. Product Diversification
19.5.2. Supply Chain Management
19.5.3. Financial Risk Hedging
19.5.4. Conclusions

### 19.6. Profitability
19.6.1. Efficiency in Production
19.6.2. Marketing Strategies
19.6.3. Geographic Expansion
19.6.4. Conclusions

### 19.7. Future Investments
19.7.1. Risk Analysis
19.7.2. Market Opportunity
19.7.3. Choice of Timing
19.7.4. Conclusions

### 19.8. The Company's Financial Resources
19.8.1. Equity Capital
19.8.2. Debt Financing
19.8.3. Venture Capital
19.8.4. Subsidies

### 19.9. Return on Investment
19.9.1. Patents
19.9.2. Research
19.9.3. Analysis
19.9.4. Conclusions

### 19.10. Feasibility of New Products
19.10.1. Efficacy and Safety
19.10.2. Demand
19.10.3. Supply
19.10.4. Intellectual Property

## Module 20. The Consumer

### 20.1. Knowing the Consumer
20.1.1. Sales Data Analysis
20.1.2. Consumer Profile
20.1.3. Public Opinion Research
20.1.4. Customer Satisfaction Study

### 20.2. Demand Trends
20.2.1. Aging Population
20.2.2. Health Awareness
20.2.3. Technological Advances
20.2.4. Preventive Medicine

### 20.3. Effective Communication
20.3.1. Clear Messages
20.3.2. Scientific Information
20.3.3. Transparency
20.3.4. Bidirectional Communication

### 20.4. Previous Experiences
20.4.1. Pharmaceutical Manufacturing
20.4.2. Pharmacovigilance
20.4.3. Reimbursement
20.4.4. Data Analytics

### 20.5. Product Accessibility
20.5.1. Product Packaging
20.5.2. Information in Braille
20.5.3. Unit Dose Containers
20.5.4. Adaptation of Formats

### 20.6. Consumer Education
20.6.1. Adherence Promotion
20.6.2. Safe Use of OTC Drugs
20.6.3. Chronic Disease Education
20.6.4. Side Effects

### 20.7. Product Development
20.7.1. Pre-Clinical Development
20.7.2. Clinical Trials
20.7.3. Manufacture
20.7.4. Packaging and Labeling

### 20.8. The Doctor-Patient Relationship
20.8.1. Open Communication
20.8.2. Transparent Communication
20.8.3. Shared Decision Making
20.8.4. Respect and Empathy

### 20.9. Social Responsibility
20.9.1. Ethics
20.9.2. Social Responsibility
20.9.3. Environmental Sustainability
20.9.4. Transparency and Accountability

### 20.10. Technological Influence
20.10.1. Research and Development
20.10.2. Precision Medicine
20.10.3. Data Security
20.10.4. Machine Learning

"

*You will delve into leadership and sales team management, negotiation and conflict resolution, as well as the use of emerging technologies in pharmaceutical sales and marketing."*

# Methodology

This academic program offers students a different way of learning. Our methodology uses a cyclical learning approach: **Relearning.**
This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.

"

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

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

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

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



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

## A learning method that is different and innovative

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

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

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

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

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

## Relearning Methodology

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

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

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

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

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

01 learning from evidence

02 relearning from evidence

03 testing

04 learning from an expert

05 neurocognitive context dependent learning

06 Von-Restorff effect

07 case based learning through storytelling

08 competencies testing (retesting)

In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically. With this methodology we have trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, markets, and financial instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years.

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

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

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

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

### Study Material

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

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

### Classes

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

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

### Management Skills Exercises

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

### Additional Reading

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

30%

10%

8%

3%

**30%**

**15%**

**4%**

### Case Studies

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

### Interactive Summaries

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

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

### Testing & Retesting

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

# Our Students' Profiles

The profile of the students of this MBA in Pharmaceutical Sales Management is diverse and multidisciplinary. In fact, participants come from various areas, such as Pharmacy, Health Sciences, Business Administration or other related disciplines. Generally, they are ambitious and motivated professionals, seeking to acquire solid business skills and specific knowledge of the pharmaceutical sector in order to advance their careers. In addition, they possess a strong work ethic, communication skills and a passion for contributing to the well-being of people.

*Students in this program are committed to excellence and leadership in a constantly evolving field, interested in enhancing their employability through world-class study plans."*

## Average Age

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

## Years of Experience

10 to 15 years **26%**

Up to 5 years **14%**

5-10 years **33%**

More than 15 years **27%**

## Training

Pharmacy **31%**

Business **25%**

Marketing **24%**

Health Sciences **8%**

Other **12%**

## Academic Profile

Pharmaceutical Sales Managers **24%**

Pharmaceutical Marketing Managers **23%**

Pharmaceutical Sales Representatives **20%**

Pharmaceutical Product Managers **19%**

Other **14 %**
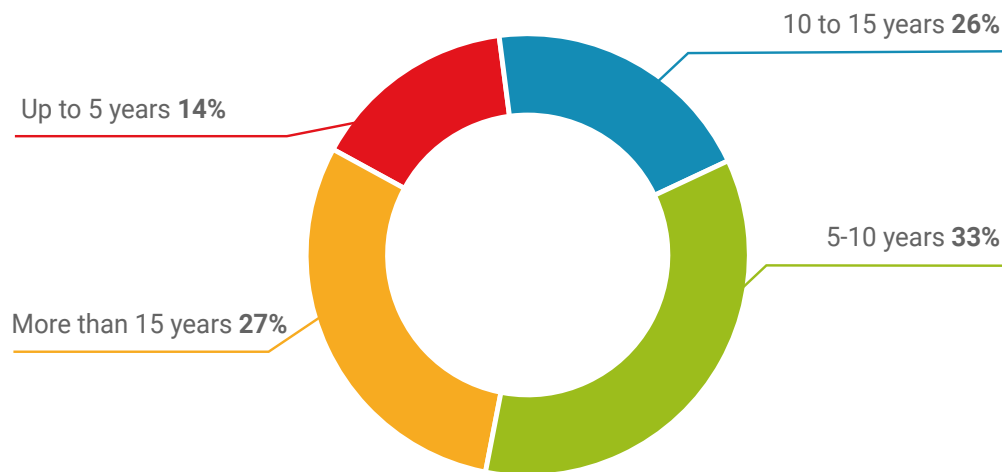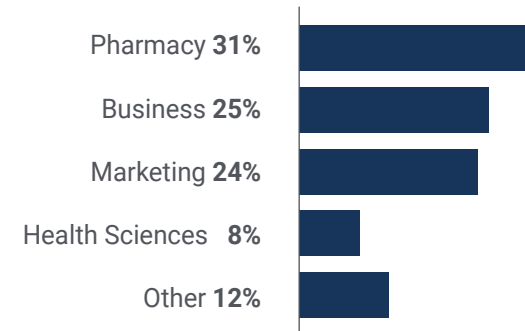
## Geographical Distribution

EEUU **14%**

Spain **37%**

Mexico **18%**

Colombia **7%**

Argentina **8%**

Chile **6%**

Peru **3%**

Other **7%**
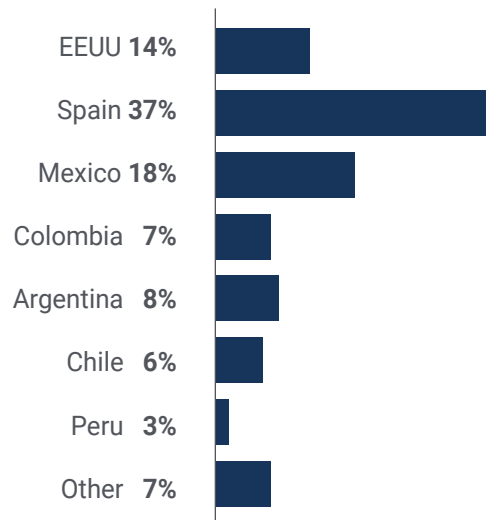
# Rebeca Ventura

**Pharmaceutical Sales Representative**

*"What a thrill it has been to complete my MBA in Pharmaceutical Sales Management! I especially appreciate the work of the faculty, who shared real-world experiences that were very helpful to my learning. Now, I feel prepared to apply this knowledge in my job, boosting the sales of our products and always aiming to reach the top. It has definitely turned out to be a chapter to remember in my professional career!"*

# Course Management

The professors of this Advanced Master's Degree are highly qualified and experienced in various areas relevant to Sales in the Pharmaceutical Industry. These professionals have a unique combination of academic knowledge and practical experience in the pharmaceutical industry, enabling them to deliver high quality and relevant specialization. In addition to transmitting theoretical knowledge, teachers will enrich learning with case studies, real case studies and applied projects, so that graduates are prepared for the challenges and opportunities in this field.

*The teachers of this academic program will play a fundamental role in your specialization as a future leader and successful professional of Pharmaceutical Sales Management"*

## International Guest Director

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

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

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

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

# Ms. Dove, Jennifer

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

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

## International Guest Director

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

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

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

# D. Gauthier, Rick

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

"

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

## International Guest Director

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

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

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

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

# Mr. Arman, Romi

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

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

## International Guest Director

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

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

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

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

# Mr. Arens, Manuel

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

"

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

## International Guest Director

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

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

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

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

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

# Ms. La Sala, Andrea

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

"

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

## International Guest Director

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

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

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

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

# Mr. Gram, Mick

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

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*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 t**elevision commercials** and *trailers.*

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

# Mr. Stevenson, Scott

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

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

## International Guest Director

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

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

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

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

# Mr. Nyquist, Eric

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

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

## Management



### Mr. Calderón, Carlos

- Marketing and Advertising Director at Industrias Farmacéuticas Puerto Galiano S.A.
- Marketing and Advertising Consultant at Experiencia MKT
- Marketing and Advertising Director at Marco Aldany
- CEO and Creative Director at C&C Advertising
- Marketing and Advertising Director at Elsevier
- Creative Director at CPM Marketing and Publicity Consultants
- Advertising Technician from CEV in Madrid

## Professors

### Mr. García-Valdecasas Rodríguez de Rivera, Jesús
- Pharmaceutical Technical Director at Bohm Laboratories
- Technician Responsible for the Biocides and Cosmetics Area at Bohm Laboratories
- Quality and Registration Coordinator at Bohm Laboratories
- Director of Quality Assurance, Development and Regulatory Affairs at Industrias Farmacéuticas Puerto Galiano S.A.
- Head of Registration/Technical Services at Arafarma Group S.A
- Degree in Pharmacy from the University of Alcalá, Spain.
- Master's Degree in Pharmaceutical Industry and Parapharmaceutical from the Center for Higher Studies in the Pharmaceutical Industry (CESIF)

### Mr. González Suárez, Hugo
- Digital & Product Marketing Manager at Laboratorios ERN S.A.
- Product Marketing and Project Manager at Amgen
- Degree in Biochemistry and Pharmacology from Cambridge International University
- Professional Master's Degree in Marketing from the Center for Higher Studies in the Pharmaceutical Industry (CESIF)
- Master's Degree in Business Administration from *ESNECA Business School*

### Mr. Rivera Madrigal, Víctor
- Account Manager at EIE medical
- Medical Visitor at *Innovasc Integral Solutions S.L*
- Sales Specialist at *UCC Europe*
- Health care Marketing Technician

**Ms. López Pérez, Damaris**
- Senior healthcare consultant at GOC
- Medical Marketing Consultant at Doctaforum Medical Marketing
- Consultant at Persea
- Program Coordinator at VESA
- Research Assistant at Elephant Conservation Center
- Master's Degree in Biology, Research and Conservation of Biodiversity from the University of Salamanca
- Master in Medical Affairs and Medical Science Liaison from the Center for Higher Studies in the Pharmaceutical Industry
- Degree in Biology from the University of Extremadura

**Mr. Moreno Izquierdo, Juan Manuel**
- Responsible for the complete portfolio of Biosimilars and Hospital Generic Medicines in Iberia Commercial Head
- General Manager of Marketing at Biogen
- SNC Marketing Area Manager
- Master's Degree in Marketing and Commercial Management from the School of Business Administration and Management
- Bachelor's Degree in Economics from Carlos III University of Madrid.

**Mr. Muñoz, Ignacio**

- Senior HR Business Partner at CAPITAL ENERGY
- Manager at Nexus Information Technology
- Expert in Executive Coaching Accredited by the International Coach Federation and Accredited Coach Training Program qualification
- Executive Master's Degree in Human Resources from Centro de Estudios Garrigues
- Degree in Psychopedagogy from the Complutense University of Madrid

*A unique, crucial and decisive learning experience to boost your professional development".*

## 10
# Impact on Your Career

This program has a transformative and very positive impact on students' careers, providing specialized knowledge in sales management and commercial strategies specific to the pharmaceutical sector, cultivating leadership, strategic decision-making and team management skills. Therefore, graduates will emerge with an in-depth understanding of the regulatory and ethical complexities of the industry, which will uniquely position them to address the specific challenges of the pharmaceutical market.

*"The MBA in Pharmaceutical Sales Management will serve as a catalyst for your professional development and the achievement of ambitious goals in this industry"*

*The combination of knowledge, skills and contacts will provide you with the tools necessary to rise to leadership roles in sales, Marketing or management in pharmaceutical companies.*

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

The MBA in Pharmaceutical Sales Management at TECH Global University is an intensive program that prepares students to face challenges and business decisions internationally. Its main objective is to promote personal and professional growth. Helping students achieve success.

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

*Through this specialization, you will gain access to a network of professionals and industry experts, expanding your opportunities for employment and collaboration.*

## When the change occurs

| During the program | During the first year | After 2 years |
|---|---|---|
| **21%** | **53%** | **26%** |

## Type of change

Internal Promotion **20%**

Change of Company **42%**

Entrepreneurship **38%**
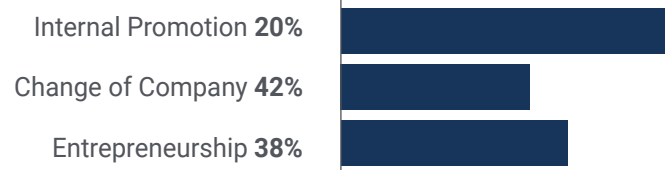
## Salary increase

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

| Salary before<br>**€ 57,900** | A salary increase of<br>**25.22%** | Salary after<br>**€ 72,500** |
| --- | --- | --- |

# Benefits for Your Company

Graduates of this Advanced Master's Degree will represent an invaluable asset for companies in the sector, as they will be equipped with a unique combination of knowledge, specializing in sales management and pharmaceutical marketing, as well as solid skills in leadership, data analysis and strategic decision making. As a result, companies will benefit from hiring these professionals, as they are equipped to drive sales growth, develop strong customer relationships

develop strong relationships with customers and stakeholders, and lead high-performing sales teams.

*You will contribute significantly to the commercial success and innovation in any company, within Pharmaceutical Sales Management.*
*What are you waiting for to enroll?"*

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

**01**

**Growth of talent and intellectual capital**

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

**02**

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

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

**03**

**Building agents of change**

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

**04**

**Increased international expansion possibilities**

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

**05** Project Development

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

**06** Increased competitiveness

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

# Certificate

The Advanced Master's Degree MBA in Pharmaceutical Sales Management guarantees students, in addition to the most rigorous and up-to-date education, access to an Advanced Master's Degree issued by TECH Global University.

*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 an **MBA in Pharmaceutical Sales 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: **MBA in Pharmaceutical Sales Management**

Modality: **Online**

Duration: **2 years**

Accreditation: **120 ECTS**

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tech global university

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

**Advanced Master's Degree MBA in Pharmaceutical Sales Management**

This is a private qualification of 360 hours of duration equivalent to 120 ECTS, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

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

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

Dr. Pedro Navarro Illana
Dean

Unique TECH Code: AFWORD23S    techtitute.com/certificates

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Advanced Master's Degree in MBA in Pharmaceutical Sales Management

General Structure of the Syllabus

| Year | Subject | ECTS | Type | Year | Subject | ECTS | Type |
|------|---------|------|------|------|---------|------|------|
| 1º | Leadership, Ethics and Social Responsibility in Companies | 6 | CO | 1º | Pharmaceutical Industry. | 6 | CO |
| | | | | 1º | Structure of the Pharmaceutical Industry | 6 | CO |
| 1º | Strategic Management and Executive Management | 6 | CO | 1º | Pharmaceutical Industry Market Research | 6 | CO |
| 1º | People and Talent Management | 6 | CO | 1º | The Sales Process in the Pharmaceutical Industry | 6 | CO |
| 1º | Economic and Financial Management | 6 | CO | 1º | Leadership and Team Management in the Pharmaceutical Industry | 6 | CO |
| 1º | Operations and Logistics Management | 6 | CO | | | | |
| 1º | Information Systems Management | 6 | CO | 1º | Pharmaceutical Marketing Plan | 6 | CO |
| 1º | Commercial Management, Strategic Marketing and | 6 | CO | 1º | Marketing Management applied to the Pharmaceutical Industry | 6 | CO |
| 1º | Corporate Communications | 6 | CO | | | | |
| 1º | Market Research, Advertising and Commercial Management | 6 | CO | 1º | New Technologies Applied to the Pharmaceutical Sector | 6 | CO |
| 1º | Innovation and Project Management | 6 | CO | 1º | Finance for the Marketing Department | 6 | CO |
| 1º | Executive Management | 6 | CO | 1º | The Consumer | 6 | CO |

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*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
MBA in Pharmaceutical
Sales Management

» Modality: **Online**
» Duration: **2 years**
» Certificate: **TECH Global University**
» Schedule: **at your own pace**
» Exams: **online**

Advanced Master's Degree
MBA in Pharmaceutical
Sales Management

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