

# Advanced Master's Degree MBA in Port Management and Intermodal Transportation

A M D M B A P M I T





## Advanced Master's Degree

### MBA in Port Management and Intermodal Transportation

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

Website: [www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-management-ports-transport-intermodal](http://www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-management-ports-transport-intermodal)

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# 01

# Welcome

Port Management and Intermodal Transportation has a number of significant benefits that drive efficiency and synergy in the global logistics chain. First, it facilitates the seamless transfer of goods between different modes of transport, optimizing times and reducing operating costs. It also promotes the integration of logistics systems, improving visibility and control over transport operations. Intermodal planning allows for a more effective allocation of resources, reducing congestion and minimizing greenhouse gas emissions. It also promotes safety and transparency in operations, strengthening the resilience of the supply chain. For this reason, TECH has devised this 100% online and flexible program, based on the revolutionary Relearning methodology.



MBA in Port Management and Intermodal Transportation  
TECH Global University



“

*Intermodal approaches not only improve the competitiveness of ports, but also contribute to sustainable development and economic efficiency on a regional and global level. Enroll now!”*

02

# Why Study at TECH?

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



“

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

## At TECH Global University



### Innovation

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

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



### The Highest Standards

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

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



### Networking

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

**+100000**

executives prepared each year

**+200**

different nationalities



### Empowerment

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

**+500**

collaborative agreements with leading companies



### Talent

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

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



### Multicultural Context

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

TECH students represent more than 200 different nationalities.



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



### Analysis

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



### Academic Excellence

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



### Economy of Scale

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TECH is the world's largest online university. It currently boasts a portfolio of more than 10,000 university postgraduate programs. And in today's new economy, **volume + technology = a 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

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

Teachers representing 20 different nationalities.



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

03

# Why Our Program?

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

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





“

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

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

**01**

### A Strong Boost to Your Career

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

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

**02**

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

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

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

**03**

### Consolidate the student's senior management skills

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

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

**04**

### You will take on new responsibilities

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

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

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

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

06

### Thoroughly develop business projects.

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

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

07

### Improve soft skills and management skills

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

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

08

### You will be part of an exclusive community

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

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

# 04 Objectives

This Advanced Master's Degree aims to qualify professionals in the efficient and strategic management of port operations and intermodal transportation. Among its main objectives is to understand the fundamental principles of logistics and transportation, as well as the latest trends and technologies in the industry. In addition, it will develop leadership and management skills necessary to lead teams and make effective decisions in complex and dynamic logistics environments. It will also foster analysis and problem solving, preparing graduates to face the operational, economic and environmental challenges inherent to Port Management and Intermodal Transportation.



“

*Thanks to this 100% online program, you will collaborate effectively with different stakeholders and optimize the flow of goods nationally and internationally”*

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

This **MBA in Port Management and Intermodal Transportation** 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 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

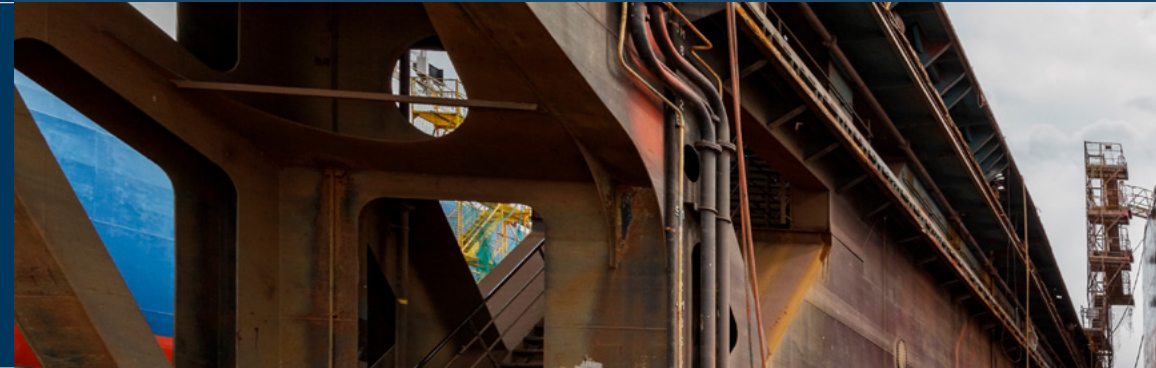
Understand the logistic operations that are necessary in the business environment, so as to manage them appropriately

14

Address workload distribution mechanisms of shared resources among several projects

12

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



13

Be able to develop all the phases of a business idea: Design, Feasibility Plan, Execution, Follow-up

15

Create innovative strategies in line with different projects

16

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

18

Understand what each of these processes consists of and the purpose for which they were conceived



19

Update the knowledge in the field of multimodal transport

17

Conceptually define the processes that compose it and give rise to the different types of logistics

20

Substantiate the importance of maritime transport in globalization

21

Analyze what multimodality is and its role within the logistics chain

22

Examine the main maritime traffics and transport vessels

23

Specify the international legislation in maritime transport

24

Delve into the traditional characteristics and functions of ports and their historical evolution

25

Examine the alternative of specialization of port infrastructures as a way of adapting to the demands of logistics chains



26

Define the different models of port governance

28

Define a port model for the future in a context of profound and global transformation



29

Analyze with maximum objectivity these aspirations, from a technical point of view

27

Examine the evolution of port governance in relation to the degree of country development

30

Identify the importance of consensus, communication and transparency in the process of formulating a port system strategy

# 05 Skills

With this MBA in Port Management and Intermodal Transportation, professionals will develop multidisciplinary competencies crucial for success in the global logistics industry. You will acquire solid skills in strategic planning and operational management, as well as in financial analysis and business decision making. In addition, they will be able to lead teams in multifunctional environments, demonstrating effective communication and conflict resolution skills. The ability to apply emerging technologies, optimize logistics processes, and assess and mitigate supply chain risks will also be important.



A hand is pointing at a document that features a bar chart and a pie chart. The document is slightly out of focus, but the hand is in sharp focus. The background is a dark blue gradient that transitions into a white area where the quote is located.

“

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

01

Resolve business conflicts and problems between workers

02

Apply Lean management methodologies

03

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

04

Exercise economic and financial control of a company

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

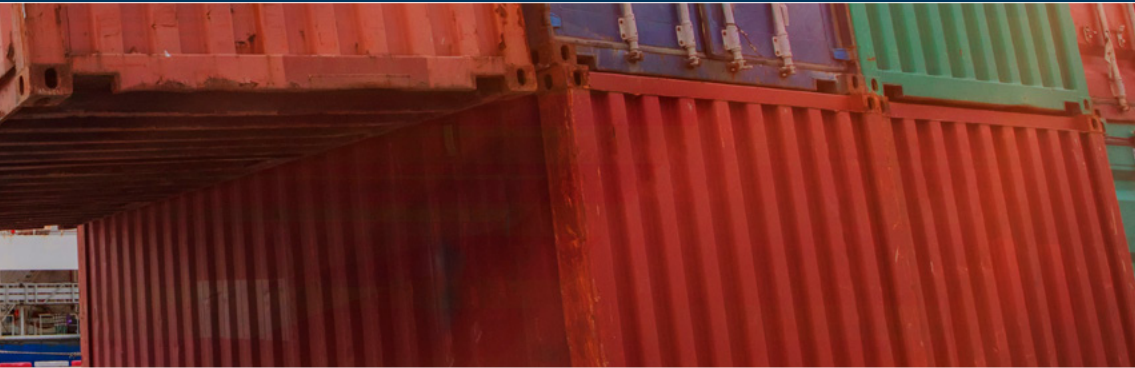
Apply the most appropriate strategies to support e-commerce of the company's products

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

15

Generate a strategy for a port system that responds to the aspirations of society as a whole, i.e. the general interest of citizens

13

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

16

Develop the capacity to respond to crises and emergencies in the port environment, designing effective action plans

17

Develop in detail the operation of each of the port services with public service obligations in the ports

20

Establish comprehensive port security strategies, including physical, technological and managerial measures

18

Analyze specific threats and vulnerabilities in port environments, identifying possible risk scenarios and assessing their potential impact

21

Apply international regulations and standards related to port security, ensuring compliance with current regulations

19

Plan and coordinate human resources in a port entity

22

Realize the strategy through a port's business plan based on the strategic model of a port system

06

# Structure and Content

The university program will include modules on logistics and supply chains, port management, maritime, rail and road transport, as well as legal and regulatory aspects related to international trade and port management. In addition, topics such as information technologies applied to logistics, environmental management and sustainability in transportation will be covered, without forgetting marketing strategies and financial management specific to the sector.



“

*You will delve into fundamental topics, such as efficient port planning and operation, through an extensive library with the most innovative multimedia resources”*

## Syllabus

The MBA in Port Management and Intermodal Transportation at TECH Global University is an intensive program that prepares students to face business challenges and decisions internationally. Its content is designed to promote the development of managerial skills that enable decision-making with greater rigor in uncertain environments.

Throughout this study, 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, an authentic immersion in real business situations.

This program deals in depth with the main fundamentals of port management and intermodal transportation, 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 business management applied to the management of ports and intermodal transport. 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.

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

<b>Module 11</b>	Logistics and Logistics Operators
<b>Module 12</b>	Multimodal Transport, Intermodality and Logistics Platforms
<b>Module 13</b>	Maritime Transport
<b>Module 14</b>	Ports and Port Terminals
<b>Module 15</b>	Port Governance Models
<b>Module 16</b>	Strategic Port Planning
<b>Module 17</b>	Port Business Plan and HR Management
<b>Module 18</b>	Maritime-port Logistics and Port Services
<b>Module 19</b>	Planning and Development of Infrastructure and Environmental Sustainability
<b>Module 20</b>	Port Security and Security

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

TECH offers the possibility of developing this MBA in Port Management and Intermodal Transportation in a totally online way. Throughout the 24 months of the educational program, the students will be able to access all the contents of this program at any time, allowing them to self-manage their study time.

*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 the 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 Corporations and International Law
- 1.9.3. Legal Instruments for Multinationals in the Area of Human Rights

**1.10. Legal Environment and Corporate Governance**

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



**Module 2. Strategic Management and Executive Management**
**2.1. Organizational Analysis and Design**

- 2.1.1. Conceptual Framework
- 2.1.2. Key Elements in Organizational Design
- 2.1.3. Basic Organizational Models
- 2.1.4. Organizational Design: Typology

**2.2. Corporate Strategy**

- 2.2.1. Competitive Corporate Strategy
- 2.2.2. Growth Strategies: Typology
- 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 according to 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. Conflict Management
- 3.17.3. Crisis Management

**3.18. Executive Communication**

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

**3.19. Human Resources Management and 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 II

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

### 3.23. Knowledge and Talent Management

- 3.23.1. Knowledge and Talent Management
- 3.23.2. Knowledge Management Implementation

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

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

## Module 4. Economic and Financial Management

### 4.1. Economic Environment

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

### 4.2. Company Financing

- 4.2.1. Sources of Financing
- 4.2.2. Types of Financing Costs

### 4.3. Executive Accounting

- 4.3.1. Basic Concepts
- 4.3.2. The Company's Assets
- 4.3.3. The Company's Liabilities
- 4.3.4. The Company's Net Worth
- 4.3.5. Results Research

### 4.4. Management Accounting to Cost Accounting

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

### 4.5. Information Systems and Business Intelligence

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

### 4.6. Budget and Management Control

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

### 4.7. Treasury Management

- 4.7.1. Accounting Working Capital and Necessary Working Capital
- 4.7.2. Calculation of Operating Cash Requirements
- 4.7.3. Credit Management

### 4.8. Corporate Tax Responsibility

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

### 4.9. Corporate Control Systems

- 4.9.1. Analysis of Financial Statements
- 4.9.2. The Company's Balance Sheet
- 4.9.3. The Profit and Loss Statement
- 4.9.4. The Statement of Cash Flows
- 4.9.5. Ratio Analysis

### 4.10. Financial Management

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

### 4.11. Financial Planning

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

### 4.12. Corporate Financial Strategy

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

### 4.13. Macroeconomic Context

- 4.13.1. Macroeconomic Context
- 4.13.2. Relevant Economic Indicators
- 4.13.3. Mechanisms for 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. Analyzing and Solving Cases/ Problems**

4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

**Module 5. Operations and Logistics Management**

**5.1. Operations Direction and Management**

- 5.1.1. The Role of Operations
- 5.1.2. The Impact of Operations on Company Management
- 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. Costs and Efficiency of the Operations Chain
- 5.9.3. Demand Patterns
- 5.9.4. Operations Strategy and Change

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

- 5.10.1. Interaction of the Supply Chain
- 5.10.2. Interaction of the Supply Chain Integration by Parts
- 5.10.3. Supply Chain Integration Issues
- 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: Business 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 in Companies**

- 6.2.1. The Evolution of the IT Model
- 6.2.2. Organization and IT Departments
- 6.2.3. Information Technology and Economic Environment

**6.3. Corporate Strategy and Technology Strategy**

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

**6.4. Information Systems Management**

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

**6.5. Information Technology Strategic Planning**

- 6.5.1. Information Systems and Organization 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. Balanced Scorecard (BSC)

**6.7. Exploring the Information**

- 6.7.1. SQL: Relational Databases Basic Concepts
- 6.7.2. Networks and Communications
- 6.7.3. Operational System: Standardized Data 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 and Tableau
- 6.10.3. SAP BI, SAS BI and Qlikview
- 6.10.4. Prometheus

**6.11. BI Project Planning and Management**

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

**6.12. Corporate Management Applications**

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

**6.13. Digital Transformation**

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

**6.14. Technology and Trends**

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

**6.15. IT Outsourcing**

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

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

**7.1. Commercial Management**

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

**7.2. Marketing**

- 7.2.1. The Concept of Marketing
- 7.2.2. The Basic Elements of Marketing
- 7.2.3. Marketing Activities in Companies

**7.3. Strategic Marketing Management**

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

**7.4. Digital Marketing and E-Commerce**

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

**7.5. Managing Digital Business**

- 7.5.1. Competitive Strategy in the Face of the Growing Digitalization of the Media
- 7.5.2. Designing and Creating a Digital Marketing Plan
- 7.5.3. ROI Analysis in a Digital Marketing Plan

**7.6. Digital Marketing to Reinforce 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 Customer Loyalty**

- 7.8.1. Loyalty and Engagement Strategies Through the Internet
- 7.8.2. Visitor Relationship Management
- 7.8.3. Hypersegmentation

**7.9. Managing Digital Campaigns**

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

**7.10. Online Marketing Plan**

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

**7.11. Blended Marketing**

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

**7.12. Sales Strategy**

- 7.12.1. Sales Strategy
- 7.12.2. Sales Methods

**7.13. Corporate Communication**

- 7.13.1. Concept
- 7.13.2. The Importance of Communication in the Organization
- 7.13.3. Type of Communication in the Organization
- 7.13.4. Functions of Communication in the Organization
- 7.13.5. Elements of Communication
- 7.13.6. Communication Problems
- 7.13.7. Communication Scenarios

**7.14. Corporate Communication Strategy**

- 7.14.1. Motivational Programs, Social Action, Participation and Training with HR
- 7.14.2. Internal Communication Tools and Supports
- 7.14.3. Internal Communication Plan

**7.15. Digital Communication and Reputation**

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

**Module 8. Market Research, Advertising and Commercial Management**
**8.1. Market Research**

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

**8.2. Quantitative Research Methods and Techniques**

- 8.2.1. Sample Size
- 8.2.2. Sampling
- 8.2.3. Types of Quantitative Techniques

**8.3. Qualitative Research Methods and Techniques**

- 8.3.1. Types of Qualitative Research
- 8.3.2. Qualitative Research Techniques

**8.4. Market Segmentation**

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

**8.5. Research Project Management**

- 8.5.1. Market Research as a Process
- 8.5.2. Planning Stages in Market Research
- 8.5.3. Execution Stages in Marketing Research
- 8.5.4. Managing a Research Project

**8.6. International Market Research**

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

**8.7. Feasibility Studies**

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

**8.8. Publicity**

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

**8.9. Developing the Marketing Plan**

- 8.9.1. Marketing Plan Concept
- 8.9.2. Situation Analysis and Diagnosis
- 8.9.3. Strategic Marketing Decisions
- 8.9.4. Operating Marketing Decisions

**8.10. Promotion and Merchandising Strategies**

- 8.10.1. Integrated Marketing Communication
- 8.10.2. Advertising Communication Plan
- 8.10.3. Merchandising as a Communication Technique

**8.11. Media Planning**

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

**8.12. Fundamentals of Commercial Management**

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

**8.13. Commercial Negotiation**

- 8.13.1. Commercial Negotiation
- 8.13.2. Psychological Factors 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. Implementation of the Commercial Function**

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

**8.17. Key Account Management**

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

**8.18. Financial and Budgetary Management**

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

**Module 9. Innovation and Project Management**

**9.1. Innovation**

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

**9.2. Innovation from Strategy**

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

**9.3. Project Management for Startups**

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

**9.4. Business Model Design and Validation**

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

**9.5. Project Management**

- 9.5.1. Project Direction and 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**

- 9.3.1. Creation of a Startup
- 9.3.2. Organization and Culture
- 9.3.3. Top Ten Reasons Why Startups Fail
- 9.3.4. 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 for Personal Brand Development
- 10.9.2. Personal Branding Laws
- 10.9.3. Tools for Creating Personal Brands

**10.10. Leadership and Team Management**

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

**Module 11. Logistics and Logistics Operators**
**11.1. Logistics**

- 11.1.1. Logistics Role in the Current Economic Flow
- 11.1.2. Logistics and Supply Chain Differences
- 11.1.3. Logistics in the Company Importance

**11.2. Logistic Areas and Typologies**

- 11.2.1. Logistics Areas
- 11.2.2. Internal Logistics vs. External Logistics
- 11.2.3. Logistics Key Elements

**11.3. Logistics Operations**

- 11.3.1. Operations of Logistics Companies
- 11.3.2. The Logistics Process and its Elements
- 11.3.3. Stages of the Logistics Chain
- 11.3.4. Problems that Arise in Logistics Environments

**11.4. Logistics Adapted to Current Market Needs**

- 11.4.1. Logistics in E-Commerce Distribution Logistics
- 11.4.2. Reverse Logistics
- 11.4.3. Logistics Indicators
- 11.4.4. Current logistics

**11.5. New Technologies Applied to Logistics**

- 11.5.1. Robotics and Automated Warehouses
- 11.5.2. Process Automation
- 11.5.3. Information Systems Applied to Logistics
- 11.5.4. Blockchain and Machine Learning

**11.6. Logistics of the Future**

- 11.6.1. Challenges Facing Logistics
- 11.6.2. Green Logistics
- 11.6.3. New Trends in Logistics

**11.7. Logistics Operators**

- 11.7.1. Global Logistics
- 11.7.2. Figure of the Logistics Operator
- 11.7.3. Evolution of Logistics Operators up to the Present Day
- 11.7.4. Logistics Operator Requirements

**11.8. Logistics Operators and the Outsourcing Contract**

- 11.8.1. The Outsourcing Contract Clauses, SLA's
- 11.8.2. Services Provided by Logistics Operators
- 11.8.3. Advantages Offered by Logistics Operators

### 11.9. Logistics Operators Functions and Typology

- 11.9.1. Functions of Logistics Operators
- 11.9.2. Party Logistics (PL) Uses
- 11.9.3. Types of Logistics Operators Services and Infrastructures
- 11.9.4. The Future of PL From 6 PL to 10PL

### 11.10. Freight Forwarder Vs Logistics Operator

- 11.10.1. Freight Forwarder vs Logistics Operator Differences and Similarities
- 11.10.2. Evolution of the Freight Forwarder towards the Figure of Logistics Operator
- 11.10.3. The Freight Forwarder and the LSP System Bringing Services Together

## Module 12. Multimodal Transport, Intermodality and Logistics Platforms

### 12.1. The Warehouse

- 12.1.1. Phases of the Logistics Activity Role of the Warehouse in the Supply Chain
- 12.1.2. Warehouse Activities
- 12.1.3. Types of Warehouses
- 12.1.4. Storage Alternatives

### 12.2. Logistics Platforms

- 12.2.1. Warehouse Vs Logistics Platform Differentiating Elements
- 12.2.2. Types of Logistics Platforms
- 12.2.3. Operation of a Logistics Platform Infrastructures, Space Organization and Human and Mechanical Resources

### 12.3. Logistics Platforms as an Integrating Element of the Intermodal Chain

- 12.3.1. Types of Logistics Platforms
- 12.3.2. Location as a Differentiating Element of Logistics Platforms HUB Warehouses
- 12.3.3. Micro Logistics Platforms Urban SLPs

### 12.4. Land Transport of Goods by Road

- 12.4.1. International Land Transport of Goods Primary Infrastructures and International Legal Framework
- 12.4.2. Types of Freight Transport by Road
- 12.4.3. Key Elements for the Management of Road Transport Companies
- 12.4.4. Digital Transformation of Road Transport Companies Management Systems

### 12.5. Rail Freight Transport

- 12.5.1. Rail Transport Situation of International Rail Freight Networks
- 12.5.2. Railway Operators
- 12.5.3. Types of Rail Transport

### 12.6. Maritime Transport of Goods

- 12.6.1. International Regulatory Bodies
- 12.6.2. Relevant Legislation
- 12.6.3. Long Distance Maritime Transportation
- 12.6.4. Short Sea Shipping and Highways of the Sea
- 12.6.5. Transport of Goods by Inland Waterways
- 12.6.6. Maritime Transport Key Aspects

### 12.7. Air Transport of Goods

- 12.7.1. International Regulatory Bodies
- 12.7.2. International Legal Framework
- 12.7.3. Essential Infrastructures
- 12.7.4. Aircraft Typology
- 12.7.5. Air Transport Key Aspects

### 12.8. Capillary Distribution of Goods

- 12.8.1. Capillary Distribution, the Last Link in the Logistics Chain
- 12.8.2. Capillary Distribution Operation
- 12.8.3. Last Mile Logistics Operation

### 12.9. Multimodal and Combined Transport

- 12.9.1. Multimodal and Combined Transport
- 12.9.2. Multimodality Vs. Intermodality
- 12.9.3. Role of Multimodal Transport Operators (MTOs)

### 12.10. Intermodal Transport

- 12.10.1. Intermodal Transport
- 12.10.2. Types of Intermodality
- 12.10.3. Role of the Warehouse in Intermodality Cross-Docking
- 12.10.4. The Intermodal Transportation Operator
- 12.10.5. Intermodal Transportation Systems
- 12.10.6. Intermodal Transportation Advantages, Problems and Challenges

## Module 13. Maritime Transport

### 13.1. Maritime Transportation and International Trade

- 13.1.1. Maritime Transportation
- 13.1.2. International Trade
- 13.1.3. Maritime Traffic
- 13.1.4. TRAMP Traffic and Regular Lines

### 13.2. Types of Vessels in Maritime Transportation

- 13.2.1. Types of Vessels in Maritime Transportation According to their Cargo
- 13.2.2. Evolution of the Maritime Transport Ships
- 13.2.3. The Container
  - 13.2.3.1. Types of Maritime Containers

### 13.3. Maritime Transportation Market

- 13.3.1. Maritime Transportation Market
- 13.3.2. World Fleet
- 13.3.3. World Shipping Requirement

### 13.4. Maritime Transportation Costs

- 13.4.1. Cost Distribution
- 13.4.2. Fixed Costs
- 13.4.3. Variable Costs
- 13.4.4. Loading/Unloading Costs
- 13.4.5. Factors Influencing Cost

### 13.5. Maritime Traffic

- 13.5.1. Oil Traffic
- 13.5.2. Bulk Solids Traffic
- 13.5.3. General Cargo

### 13.6. Maritime Law

- 13.6.1. Maritime Privileges
- 13.6.2. Ship Mortgage
- 13.6.3. International Maritime Transportation Regulations and Conventions

### 13.7. Contracts for the Operation of the Vessel

- 13.7.1. Economic Operation of the Vessel
- 13.7.2. Bareboat Lease
- 13.7.3. Chartering
- 13.7.4. Passenger Contract

### 13.8. Freight Market

- 13.8.1. Freight Market Evolution
- 13.8.2. Periods
- 13.8.3. Supply/Demand

### 13.9. Marine Accident and Insurance

- 13.9.1. Accidents in Navigation
- 13.9.2. Types of Damage
- 13.9.3. Marine Insurance

### 13.10. Emissions International Regulation

- 13.10.1. Emissions from Maritime Transport
- 13.10.2. International Regulation
- 13.10.3. Forms of Compliance with Regulations
- 13.10.4. Reduction of CO2 Emissions

## Module 14. Ports and Port Terminals

### 14.1. The Commercial Port Functions

- 14.1.1. Functions of a Commercial Port
- 14.1.2. Ports and the Supply Chain
- 14.1.3. Ports in the 21st Century

### 14.2. Models of Ports according to the Flows of Goods

- 14.2.1. Ports as Essential Nodes of Logistics Chains
  - 14.2.2. Port Typology According to Flow Freight
    - 14.2.2.1. Import/Export Ports
    - 14.2.2.2. Hub Ports
- 14.2.3. Adapting to Changing Trends in the Flow of Goods

### 14.3. Port Terminals

- 14.3.1. Port Specialization
- 14.3.2. Layout and Areas of a Port Terminal
- 14.3.3. Typology of Port Terminals

### 14.4. Cranes and Mechanical Means

- 14.4.1. Cranes for Loading and Unloading the Vessel
- 14.4.2. Means of Transport of Cargo in a Terminal
- 14.4.3. Means of Handling the Load in the Courtyard

### 14.5. Multi-Purpose Terminals and Container Terminals

- 14.5.1. Multi-Purpose Terminals
- 14.5.2. Container Terminal
- 14.5.3. Loading and Unloading Flow in a Container Terminal

### 14.6. Bulk Terminals

- 14.6.1. Solid Bulk Terminals
- 14.6.2. Liquid Bulk Terminals
- 14.6.3. Special Facilities

### 14.7. Rolling Cargo Terminals

- 14.7.1. Rolling Cargo Terminals
- 14.7.2. Containers on Platforms with Wheels
- 14.7.3. Automotive

### 14.8. Passenger Terminals and other Specialized Terminals

- 14.8.1. Passenger Terminals
- 14.8.2. Sport Marinas
- 14.8.3. Fishing Terminals

**14.9. Smart Ports and Automation**

- 14.9.1. Smart Ports
- 14.9.2. Digitization
- 14.9.3. Operational Automation

**14.10. Latest Trends in Port Innovation**

- 14.10.1. Artificial Intelligence and its Application to Ports
- 14.10.2. Simulation Based Training (SBT)
- 14.10.3. Digital Port Twins

**Module 15. Port Governance Models**

**15.1. Port Governance**

- 15.1.1. Port Governance
- 15.1.2. Evolution of Port Governance
- 15.1.3. Port Governance and Economic Development

**15.2. Port Governance Models**

- 15.2.1. Public and Private Ports
- 15.2.2. Tool Ports
- 15.2.3. The Landlord Port Model

**15.3. Trends in Port Governance**

- 15.3.1. Stabilization of the Governance Model: Towards a Nuanced Landlord
- 15.3.2. Vertical and Horizontal Integration
- 15.3.3. Control and Supervision of Competition

**15.4. The Landlord Model and the Public Domain**

- 15.4.1. The Management of the Port Public Domain
- 15.4.2. Revenue from Fees
- 15.4.3. Revenue from Tariffs

**15.5. Examples of Models of Governance in Ports**

- 15.5.1. Private Ports in the United Kingdom
- 15.5.2. The Landlord Model in Continental Europe
- 15.5.3. Spanish America Models in Transition

**15.6. The Port Services Regime**

- 15.6.1. Nature of the Service (Public, Private) Requirements for the Provision of the Service
- 15.6.2. Administrative Link /Contract, License)
- 15.6.3. Form or Requirements for Access to the Provision of the Service Concurrence. Limitation of the Number of Providers

**15.7. Coordination of Port Systems at the Country Level**

- 15.7.1. Centralized Systems
- 15.7.2. Decentralized Systems
- 15.7.3. Mixed Systems

**15.8. Intra-Port Governance**

- 15.8.1. Port Management
- 15.8.2. Model Organization Chart and Functional Areas
- 15.8.3. Port Planning and Operation Areas

**15.9. Port Administration**

- 15.9.1. Economic and Financial Management
- 15.9.2. Human Resources Management
- 15.9.3. Industrial Safety and Occupational Risk Prevention

**15.10. Relations between the Port with its Environment**

- 15.10.1. Port-City Interrelations
- 15.10.2. The Urban-Port Network Urban Planning Considerations
- 15.10.3. Institutional Activities and Collaboration with the Environment

**Module 16.** Strategic Port Planning**16.1. The Port System**

- 16.1.1. Port Authorities Coordination
- 16.1.2. Economic Perspective
- 16.1.3. Environmental Perspective
- 16.1.4. Social Perspective
- 16.1.5. Performance Criteria

**16.2. Economically Profitable Ports**

- 16.2.1. Financing
- 16.2.2. Budget
- 16.2.3. Prices Associated with the Port Reality
- 16.2.4. Redistribution of Resources between Ports

**16.3. Port Space Management**

- 16.3.1. Port Space Performance
- 16.3.2. Port Space at the Service of General Interest
- 16.3.3. Digitalization of Port Space

**16.4. Infrastructure Demand-Oriented Investments**

- 16.4.1. Leveraging Infrastructure Investments
- 16.4.2. Economically and Socially Profitable
- 16.4.3. Infrastructure Connectivity
- 16.4.4. Respect for the Environment

**16.5. Provision of Services Oriented Customers and Society as a Whole**

- 16.5.1. Competitive Services at the Service of the General Interest
- 16.5.2. Efficiency in the Provision of Services
- 16.5.3. Monitoring of the Provision of Services
- 16.5.4. Simplification of Bureaucratic Procedures
  - 16.5.4.1.1. Border Controls and Inspections
  - 16.5.4.1.2. Streamlining of Procedures

**16.6. Innovation and Digitalization of Ports**

- 16.6.1. Electronic Administration
- 16.6.2. Digital Ports
- 16.6.3. Promotion of Innovation
- 16.6.4. Innovation at the Service of the General Interest

**16.7. International Projection**

- 16.7.1. International Relations
- 16.7.2. Brand Image
- 16.7.3. The Competitiveness of Ports in the International Context

**16.8. Environmental Sustainability**

- 16.8.1. Environmental Management
- 16.8.2. Quality and Environmental Measurements
- 16.8.3. Consumption and Waste Management
- 16.8.4. Sustainable Mobility
- 16.8.5. Climate Change
- 16.8.6. The Port and the Citizen

**16.9. Security**

- 16.9.1. Industrial Safety
- 16.9.2. Port Security
- 16.9.3. Cybersecurity

**16.10. Ethical Corporate Culture and Human Capital**

- 16.10.1. Ethical Codes
- 16.10.2. Supervision and Control
- 16.10.3. Transparency
- 16.10.4. Organizational Structure
- 16.10.5. Equality
- 16.10.6. Communication and Participation

**Module 17. Port Business Plan and HR Management**

**17.1. Port Business Plan as a Planning Tool**

- 17.1.1. The Business Plan as Concretion of the Global Strategy of a Port System
- 17.1.2. The Business Plan as a Coordinating Element of Planning
- 17.1.3. SWOT Analysis
- 17.1.4. Strategic Map
- 17.1.5. Other Planning Instruments of the Port

**17.2. Perspectives of a Port Business Plan**

- 17.2.1. Port Traffic
- 17.2.2. Investments
- 17.2.3. Economic-Financial
- 17.2.4. Human Resources
- 17.2.5. Environment and Sustainability

**17.3. Management Control through the Business Plan**

- 17.3.1. Monitoring of Objectives
- 17.3.2. Evolution of Management Ratios
- 17.3.3. Corrective Actions

**17.4. Human Capital**

- 17.4.1. Socio-Labor Context of the Ports
- 17.4.2. HR Planning within the Global and Port Strategy
- 17.4.3. Industrial Relations and Negotiation

**17.5. Need for Change Professionalization of the Ports**

- 17.5.1. Resistance to Change
- 17.5.2. How to Manage Change
- 17.5.3. Professionalize the Ports
- 17.5.4. Transparency and Communication

**17.6. Competency-Based Management as a Facilitator of Change**

- 17.6.1. Knowledge Competences
- 17.6.2. "Soft" Competences
- 17.6.3. The Different Aspects of Management by Competences

**17.7. Jobs**

- 17.7.1. Establishment of Jobs
- 17.7.2. Job Evaluation
- 17.7.3. Professional Classification and Organizational Structure

**17.8. Training Plan**

- 17.8.1. Plan of Formation of the Harbor System
- 17.8.2. Training Plan at Port Level
- 17.8.3. The "Corporate University"
- 17.8.4. The Virtual Classroom

**17.9. Compensation System**

- 17.9.1. Compensation System
- 17.9.2. The Compensation Structure
- 17.9.3. Performance Evaluation and Variable Remuneration

**17.10. Prevention of Occupational Hazards**

- 17.10.1. Prevention Reports Prevention Strategy
- 17.10.2. Prevention of Occupational Risks in a Port
- 17.10.3. Psychosocial Risks

**Module 18.** Maritime-Port Logistics and Port Services**18.1. Port Community**

- 18.1.1. Port Community
- 18.1.2. Key Actors of the Port Community
- 18.1.3. Applied Quality Management Systems to the Port Community

**18.2. Port Operations**

- 18.2.1. Port Operations and Activities in Port
- 18.2.2. Information Systems in the Port Operations
- 18.2.3. Information Flows in Port Operations

**18.3. Port Logistics**

- 18.3.1. Port Logistics
- 18.3.2. Ports as Logistical Nodes in the Global Supply Chain
- 18.3.3. Logistics in Transport by Container

**18.4. General Management of the Port**

- 18.4.1. General Organization of Sea and Land Traffic in a Port
- 18.4.2. Entry of Ships into Port
- 18.4.3. Allocation of Mooring and Docking Posts
- 18.4.4. Stays of Ships and Internal Movements
- 18.4.5. Movement of Vehicles and Persons in Port
- 18.4.6. Passengers and Goods

**18.5. Management of a Port Terminal**

- 18.5.1. Levels of Analysis
- 18.5.2. Planning of Port Terminals
- 18.5.3. Productivity Indicators

**18.6. Port Services**

- 18.6.1. Regulation of Port Services
- 18.6.2. Public Service Obligations
- 18.6.3. Types of Port Services

**18.7. Technical and Nautical Services**

- 18.7.1. Mooring
- 18.7.2. Port Trailer
- 18.7.3. Pilotage

**18.8. Goods, Passengers and Waste Reception Services**

- 18.8.1. Goods Handling Service
  - 18.8.1.1. Loading and Stowing Activities
  - 18.8.1.2. Activities in the Field of Waste Disposal
  - 18.8.1.3. Possible Operations Exempted from Stowage and Disposal
- 18.8.2. Ship Generated Waste Reception Service
- 18.8.3. Passenger Service

**18.9. Commercial Services to the Vessel**

- 18.9.1. Provision of Supplies
- 18.9.2. Fuel Supply
- 18.9.3. Supply of LNG
- 18.9.4. Supply of Electricity to Ships

**18.10. Maritime Signaling Service**

- 18.10.1. Types of Navigation Aids
- 18.10.2. Visual Aids
- 18.10.3. Acoustic Aids
- 18.10.4. Radio Aids
- 18.10.5. VTS
- 18.10.6. The Marking System Maritime IALA

**Module 19.** Planning and Development of Infrastructure and Environmental Sustainability

**19.1. Sustainable Port Planning**

- 19.1.1. Legislation: Fit for 55 and EU ETS
- 19.1.2. Relations with other Continents
- 19.1.3. Relations with the International Maritime Organization (IMO)

**19.2. Port Planning Instruments and Adaptation to the New Climate Reality**

- 19.2.1. Master Plans
- 19.2.2. Planning Tools for Infrastructure Development
- 19.2.3. Port Terminal Design and Redesign: Electrification Plans
- 19.2.4. Sustainable Port-City Relations: Climate Change and 1Port-City Space Design

**19.3. Environmental Assessment of Port Planning Instruments**

- 19.3.1. Programs for the Development of Infrastructure
- 19.3.2. Evaluation of Development Plans Infrastructure
- 19.3.3. Evaluation of Infrastructure Projects

**19.4. Project Financing of Sustainable Development of Port Infrastructure**

- 19.4.1. The European Investment Bank
- 19.4.2. The World Bank
- 19.4.3. The Inter-American Development Bank
- 19.4.4. International Investment Funds
- 19.4.5. Issuance of Green Bonds

**19.5. Ports and Coastal Erosion: Working with Nature**

- 19.5.1. Projects for the Preservation of Estuaries
- 19.5.2. Coastal Regeneration Projects
- 19.5.3. Projects for the Re-Use of Sediments

**19.6. Renewable Energy Investment Projects**

- 19.6.1. On Shore and Off Shore Wind Power Generation Projects
- 19.6.2. On Shore and Off Shore Photovoltaic Energy Projects
- 19.6.3. Other Renewable Energy Sources

**19.7. Assessment of the Profitability of Investment Projects MEIPORT Methodology**

- 19.7.1. Analysis of the Project Context and Objectives
- 19.7.2. Analysis of Alternatives
- 19.7.3. Project Definition
- 19.7.4. Financial Analysis
- 19.7.5. Economic Analysis
- 19.7.6. Sensitivity and Risk Analysis

**19.8. Applied BIM Technology to Ports**

- 19.8.1. Design of Port Terminals
- 19.8.2. Design of Dock Electrification Projects
- 19.8.3. Design of Land to Ports Access Projects

**19.9. Monitoring Instruments and Protection of the Marine Environment**

- 19.9.1. Measurement Networks: Buoys, Tide Gauges and High Frequency Radars
- 19.9.2. Elements for Marine Climate Prediction and Change Scenarios
- 19.9.3. Projects

**19.10. Blue Economy**

- 19.10.1. Blue Economy Dimensions
- 19.10.2. Projects for the Preservation of Marine Ecosystems
- 19.10.3. Ports, Climate and Marine Research Centers: Towards a Long-Term Relationship



**Module 20. Port Security and Safety****20.1. Port Security**

- 20.1.1. Port Security
- 20.1.2. Safety and Security
- 20.1.3. International Norms, Regulations and Standards

**20.2. Technological and Industrial Safety in Ports**

- 20.2.1. Management of Dangerous Goods
- 20.2.2. Prevention of Industrial Accidents
- 20.2.3. Safety Procedures in the Handling and Transport of Goods

**20.3. Port Security Safety Planning**

- 20.3.1. Threat Identification and Vulnerabilities
- 20.3.2. Risk Analysis and Protection Assessment
- 20.3.3. Risk Mitigation Strategies Protection Plans

**20.4. Physical and Electronic Protection**

- 20.4.1. Design of Physical Protection Systems
- 20.4.2. Access Control and Monitoring
- 20.4.3. Security Technologies in Ports

**20.5. Logical and Cyber Security in Ports**

- 20.5.1. Specific Cyber Threats and Vulnerabilities
- 20.5.2. Strategies for Port Cybersecurity
- 20.5.3. Responding to Cyber Incidents

**20.6. Crisis and Emergency Management**

- 20.6.1. Emergency Response Planning
- 20.6.2. Coordination with Public Safety Agencies
- 20.6.3. Drills and Response Exercises

**20.7. Community Relations and Crisis Communication**

- 20.7.1. Importance of Communication with the Community
- 20.7.2. Communication Strategies in Crisis Situations
- 20.7.3. Corporate Social Responsibility in Ports

**20.8. Management of a Security Department**

- 20.8.1. Management of Public and Private Security
- 20.8.2. Safety Planning
- 20.8.2. Material Resources
- 20.8.3. Human Resources Management and Training

**20.9. Prevention and Protection**

- 20.9.1. Recommendations for Antisocial Risks
- 20.9.2. Recommendations against Risk of Fire
- 20.9.3. Recommendations for Occupational Risks

**20.10. Innovation and the Future of Port Security**

- 20.10.1. Technological Trends in Port Security
- 20.10.2. Artificial Intelligence and Data Analysis
- 20.10.3. Preparing for Future Challenges

07

# Methodology

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

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





“

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

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

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

“

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



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



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

## 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.

## Relearning Methodology

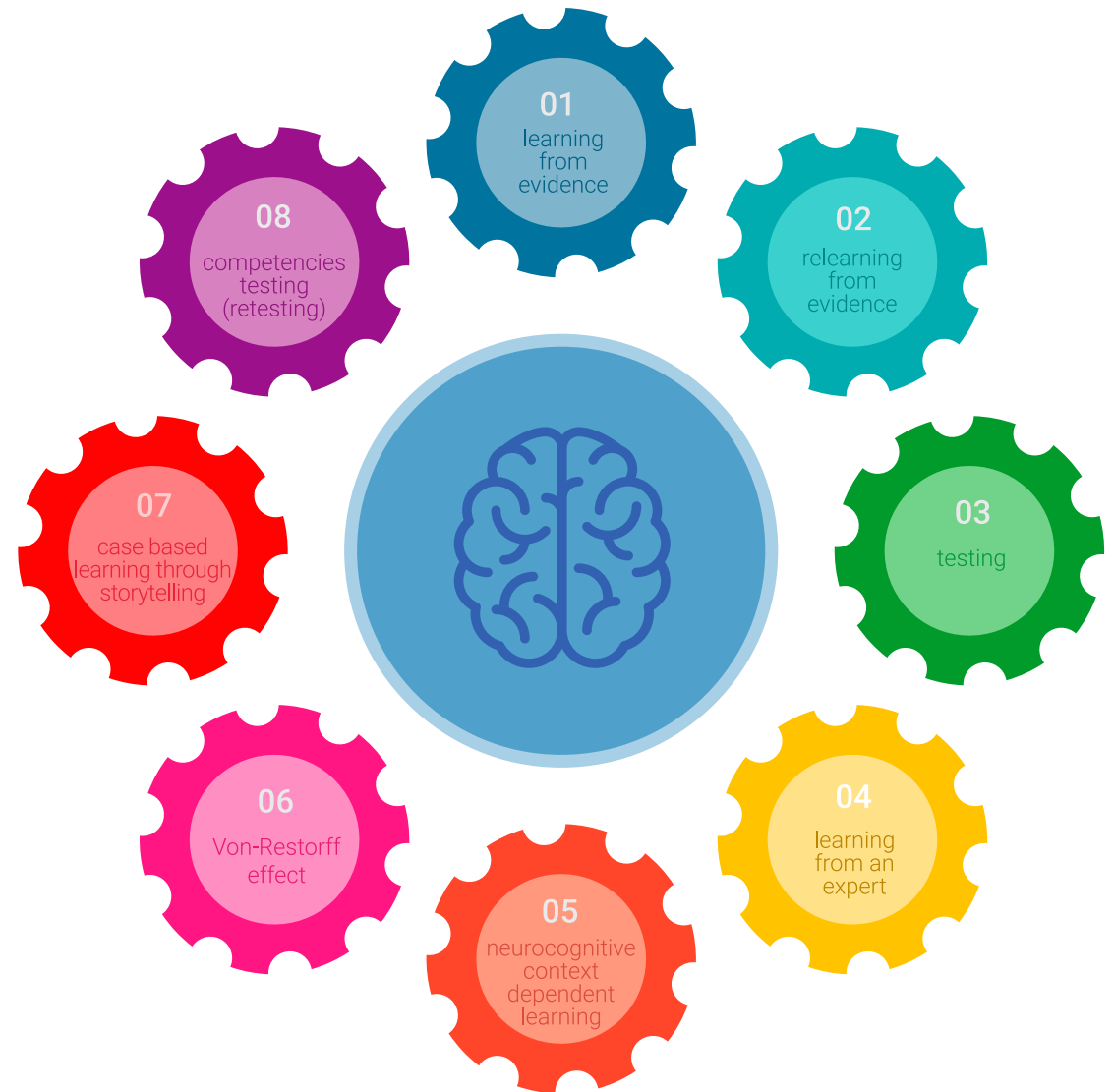
TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

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

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

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

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



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

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

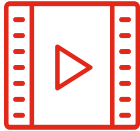
*Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.*

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

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



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



### Study Material

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

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



### Classes

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

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



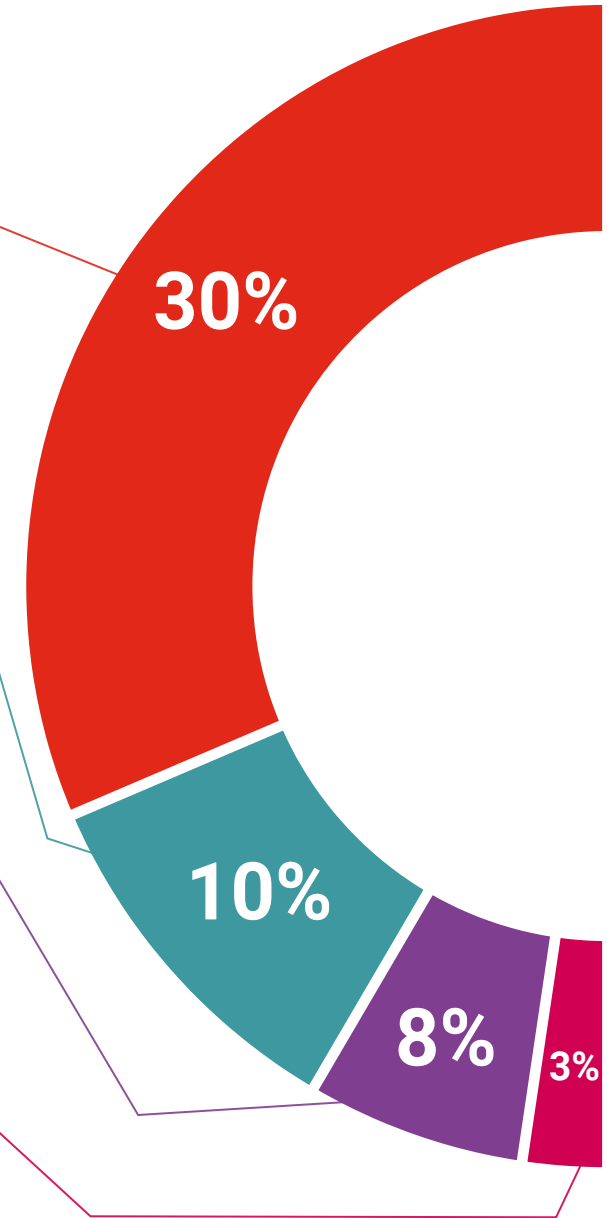
### Management Skills Exercises

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



### Additional Reading

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







### Case Studies

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



### Interactive Summaries

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

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



### Testing & Retesting

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



08

# Our Students' Profiles

The student profile is diverse and multidisciplinary. These students come from diverse academic and professional backgrounds and have a strong interest in strategic and operational management of the global supply chain, as well as optimization of port operations and intermodal transportation. In addition, they value interdisciplinary collaboration and are committed to continuous learning and adapting to new trends and technologies in the field of logistics and transportation.





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*This program is aimed at motivated individuals with analytical skills and the ability to solve complex problems in dynamic environments”*

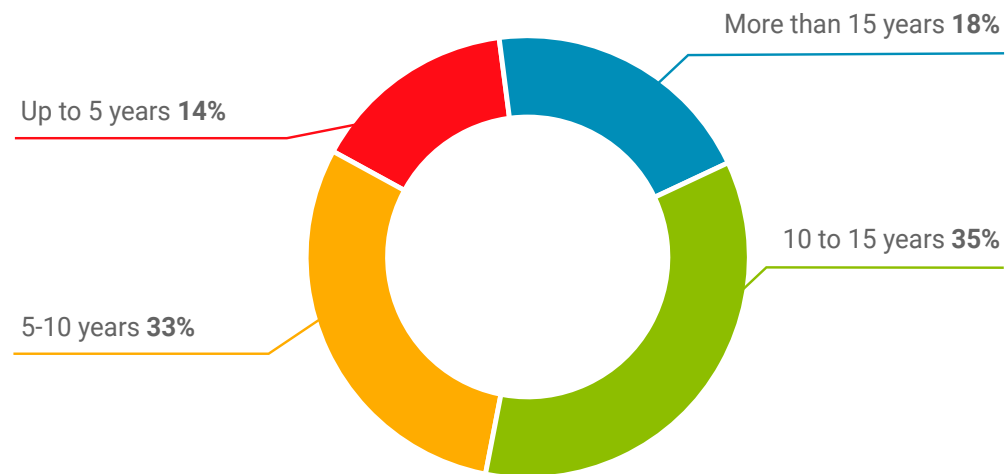
### Average Age

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

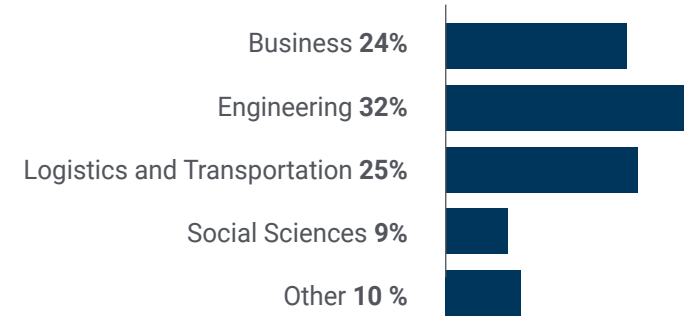
### Years of Experience

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### Training

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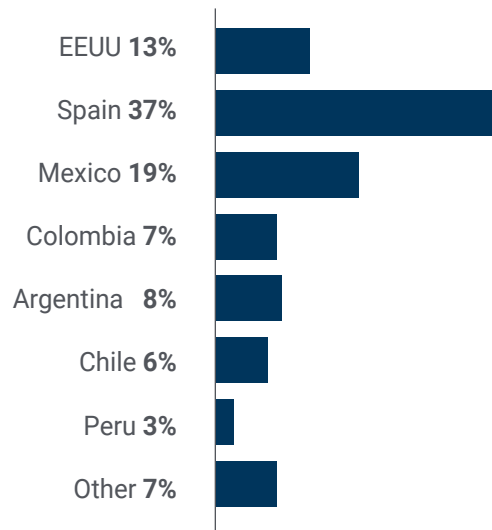
### Academic Profile

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## Geographical Distribution

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## Joaquin Hernandez

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Port Planning Analyst

*"My experience in this Advanced Master's Degree has been amazing! Not only did I gain a lot of up-to-date knowledge about port management and intermodal transportation, but I also had the opportunity to connect with other industry professionals. The classes were super practical and relevant, and the professors really knew what they were talking about. This formative stage has boosted my career, as I learned in a way I never imagined. Highly recommended for anyone passionate about logistics and transportation!"*

09

# Course Management

The faculty are highly qualified and experienced experts in various aspects of the logistics and port industry. In fact, they come from diverse professional backgrounds and are committed to academic excellence and practical application of knowledge, offering graduates a unique combination of theory and real industry experience. Moreover, not only do they have strong academic backgrounds, but they have also played prominent roles in the field.





“

*The faculty will be abreast of the latest trends and developments in the field, enabling them to provide students like you with up-to-date and relevant specialization”*

## International Guest Director

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

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

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

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





## Ms. Dove, Jennifer

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- 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 cloud services and end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees.

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

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- 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 landscape**. 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

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

“

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

## International Guest Director

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

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

Arens also served as **Sales Manager** in Dublin, Ireland. In this role, he built a team of 4 to 14 members over three years and led the sales team to achieve results and collaborate well with each other and cross-functional teams. He also served as **Senior Industry Analyst**, 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

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- 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

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- ♦ 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 Luminare's new API for Shopper and Channel insights.

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

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- ♦ 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

“

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

## International Guest Director

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

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

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

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



## Mr. Stevenson, Scott

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- 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

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- 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



### Dr. Lopez Rodriguez, Armando

- ♦ Technical Consultancy Area Head in the Office of the President of Puertos del Estado
- ♦ Head of Strategic Planning Area in Puertos del Estado
- ♦ Project Manager at Puertos del Estado
- ♦ Head of the Resources and Information and Communications Technology Area at Puertos del Estado
- ♦ Head of the Development Area in Puertos del Estado
- ♦ Head of Corporate Relations Area in Puertos del Estado
- ♦ Head of Strategic Planning Area in Puertos del Estado
- ♦ Associate Professor at the School of Industrial Organization
- ♦ AENOR Associate Professor
- ♦ Associate Professor at UBT Lab
- ♦ Telecommunications Engineer from Universidad Politécnica de Madrid
- ♦ Degree in History from the National University of Distance Education (UNED).
- ♦ PhD in History from the National University of Distance Education (UNED).
- ♦ Master's Degree in Advanced Methods and Techniques of Historical, Artistic and Geographical Research from the National University of Distance Education (UNED).
- ♦ Postgraduate Certificate in Management Development Program (PDD) from the IESE of the University of Navarra.



## Professors

### Dr. López Ansorena, César

- ♦ Postgraduate Diploma in Port Management
- ♦ Port Facility Security Officer by competent authority in the field of maritime security
- ♦ Director of Private Security recognized by the Ministry of Interior
- ♦ PhD in Civil Engineering Systems (Land and Environment Program) with Outstanding Cum Laude from the Polytechnic University of Madrid
- ♦ Civil Engineer from the Polytechnic University of Madrid
- ♦ Professional Master's Degree in Intelligence Analysis

### Mr. Martín Gasull, Emilio

- ♦ Director Refrigerated Transport Division at Zanotti Appliance
- ♦ General Manager at HI Logistics Group
- ♦ Regional Director Levante at ERTRANSIT
- ♦ Branch Manager Levante at Agencia Fernández de Sola
- ♦ Intermodal Transport Division Manager at Kuehne & Nagel Spain
- ♦ Maritime Division Director Spain and Portugal at DHL Global Forwarding
- ♦ Intermodal Transport Division Manager at DHL Global Forwarding
- ♦ Regional Technical Director at JF Hillebrand Spain
- ♦ Maritime and Inland Logistics Director at Evergreen Shipping Spain
- ♦ Teacher in the Professional Master's Degree in Port Management and Intermodal Transport
- ♦ Degree in Law from the University of Valencia Academic Background
- ♦ Commissioner of Average by the College of Merchant Marine Officers

### Mr. Muriente Núñez, Carlos

- ♦ Naval and Oceanic Engineer at Alten Spain
- ♦ Degree in Naval Architecture, Polytechnic University of Madrid
- ♦ Master's Degree in Naval and Ocean Engineering, Polytechnic University of Madrid
- ♦ Professional Master's Degree in Renewable Energies from TECH Global University of Madrid
- ♦ Course on Future in Materials of the Future in Industry, Construction and Technology by the Polytechnic University of Madrid

### Ms. Garcia, Ana María

- ♦ Chief Advisor to the Presidency of ESPO
- ♦ Head of State Port Planning Area
- ♦ Head of Human Resources Development in Ports of the State
- ♦ Transport and Industry Business Development Manager at Indra
- ♦ Head of the Technical Department of Commercial and Marketing in Ports of the State
- ♦ Professor of the Professional Master's Degree of Port Management and Planning and Intermodality
- ♦ Degree in Psychology Specialty Psychology of Work and Organizations from the Pontifical University of Comillas (ICAI-ICADE) and Complutense University of Madrid
- ♦ Professional Master's Degree in Business Administration, IESE, from the University of Navarra
- ♦ Leadership Program in Public Management, IESE, by the University of Navarra
- ♦ Member of: Port Governance Committee and Member of the General State Administration in the Port Authorities of Motril, Vigo, Gijón, A Coruña, Alicante, Tenerife and Cartagena

**Mr. Martín Santodomingo, Francisco Javier**

- ♦ Deputy Director of Operation and Navigation Aids in Ports State
- ♦ Head of Division for Maritime Works Projects in the Dragados Group and Construction
- ♦ Professional Master's Degree in Port Management and Planning and Intermodality in Ports of the State, Polytechnic University of Madrid, University of Oviedo, University of Cádiz and University of A Coruña
- ♦ Engineer of Roads, Canals and Ports with the specialty in Transport by the Polytechnic University
- ♦ Professional Master's Degree in European Union from the Polytechnic University of Madrid.
- ♦ Professional Master's Degree in Port Management and Intermodal Transport by ICADE at the Pontifical University of Comilla

**D. Barroso Martín, Santiago**

- ♦ Legal Advisor in Paralegal at Vicox Legal I
- ♦ Legal Content Editor at Engineering and Advanced Integration S.A. / BABEL
- ♦ Administrative Lawyer at the Illustrious College of Lawyers of Málaga
- ♦ Paralegal Advisor at Garcia de la Vega Attorneys
- ♦ Law Degree from the University of Málaga
- ♦ Master's Degree in Corporate Legal Consultancy (MAJE) from the University of Málaga
- ♦ Expert Master's Degree in Labor, Tax and Accounting Consulting by Help T Pyme

**Mr. Lubián García, José Miguel**

- ♦ Postgraduate Diploma in human resources management in the port sector
- ♦ HR consultant
- ♦ Direction and coordination of the Master of Port Management of State Ports
- ♦ Professor at INAP, IIR and EOI
- ♦ Deputy Director of Port Studies
- ♦ Deputy Director of Business Plans
- ♦ Deputy Director of HR
- ♦ Head of HR Organization and Planning Area
- ♦ Degree in Economic and Business Sciences from the Autonomous University of Madrid
- ♦ Professional Master's Degree in Management and Human Resources by Business School
- ♦ Port Sector Management Executive by IESE
- ♦ Member of: Board of Directors of the Port Authorities of Castellón, Tarragona, A Coruña, Almería and Pasaje



# 10

# Impact on Your Career

This TECH program will have a significant impact on the careers of its graduates by providing them with a distinct competitive advantage in the job market. In fact, professionals who complete this course will acquire a solid knowledge base in key areas such as port management, logistics and intermodal transportation, which will enable them to access a wide range of opportunities in multinational companies, government agencies and international organizations related to trade and logistics. In addition, the development of leadership, strategic thinking and complex problem solving skills will enable them to advance and take on roles of greater responsibility.



“

*You will gain access to a network of professional contacts and opportunities to collaborate with industry experts through this 100% online Advanced Master's Degree”*

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

The MBA in Port Management and Intermodal Transportation 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.

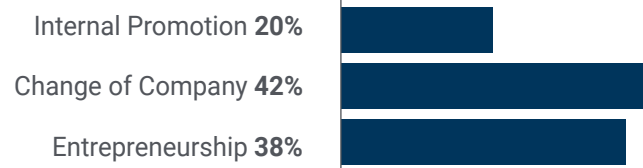
*You will develop a high capacity to adapt to changes in the business environment, successfully facing the challenges of a constantly evolving industry.*

*The combination of expertise in port operations, intermodal transportation and global supply chain will strategically position you for leadership roles.*

#### Time of Change



#### Type of change



## Salary increase

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



11

# Benefits for Your Company

This academic program will offer a series of tangible benefits, first, for the graduates, who will acquire specialized skills and knowledge that can be directly applied to improve port and transportation operations. But it will also be beneficial for the company, as it will translate into greater operational efficiency, more effective supply chain management and a better ability to face logistics challenges in a globalized environment.





“

*A thorough understanding of the latest trends and technologies in the industry will enable companies to stay at the forefront of innovation and adapt quickly to changes in the marketplace”*

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

01

### Growth of talent and intellectual capital

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

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02

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

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

03

### Building agents of change

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

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04

### Increased international expansion possibilities

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



05

### **Project Development**

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

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06

### **Increased competitiveness**

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

# 12 Certificate

This MBA in Port Management and Intermodal Transportation guarantees you, 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 a **MBA in Port Management and Intermodal Transportation** endorsed by **TECH Global University**, the world's largest online university.

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

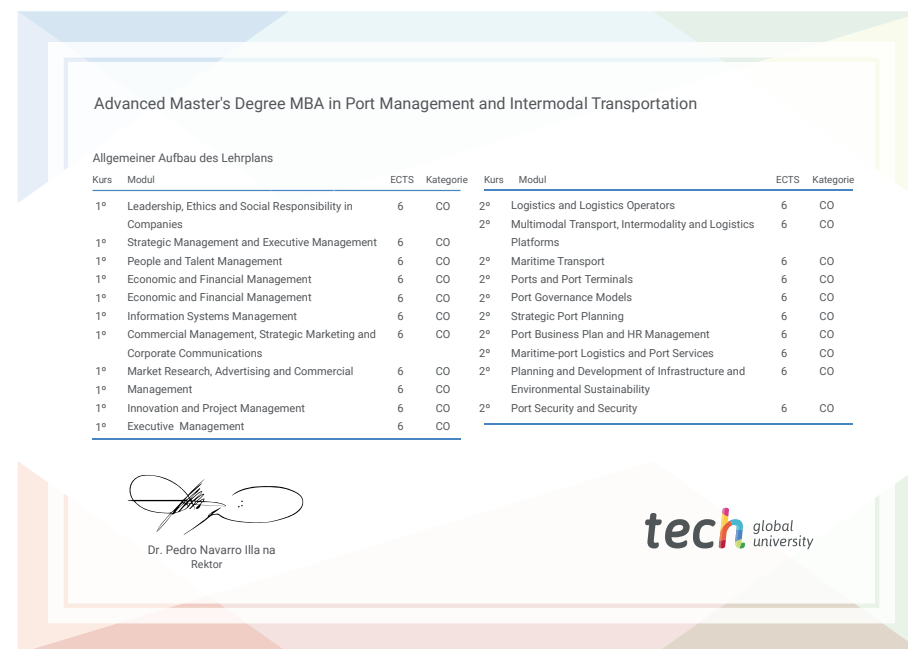
This **TECH Global University** private qualification is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Advanced Master's Degree MBA in Port Management and Intermodal Transportation**

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**



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



## Advanced Master's Degree

MBA in Port Management and  
Intermodal Transportation

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

# Advanced Master's Degree

## MBA in Port Management and Intermodal Transportation