Advanced Master's Degree

Senior Management of Communication Companies

A M D S M C C

tech global university

Advanced Master's Degree
Senior Management of Communication Companies

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

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

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01
Welcome

In the Senior Management of Communication Companies, you can directly influence strategy and decision making, contributing to the development and positioning of the company in a very dynamic environment. In addition, this role provides the possibility of leading talented teams, fostering innovation and establishing strategic relationships with key partners in the industry. For this reason, TECH has developed this academic program in a 100% online format, which will make it much simpler to their study. In addition, graduates will be able to enjoy an exclusive set of 10 supplementary Masterclasses, designed by an internationally recognized specialist in internationally renowned specialist in Communication and Marketing.

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

Enrich your knowledge with TECH! You will be able to participate in 10 unique and complementary Masterclasses, taught by an internationally renowned lecturer in Communication and Marketing"

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

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

Academic Excellence

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

Economy of Scale

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

Learn with the best

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

Teachers representing 20 different nationalities.

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

Why Our Program?

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

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

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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

The main objective of this Advanced Master's Degree will be to provide industry professionals with the skills and knowledge necessary to assume strategic leadership roles in the field of business communication. Therefore, this program will provide graduates with a deep understanding of the dynamics of the media market, as well as contemporary trends and challenges in the communication sector. Through the acquisition of competencies in business management, strategic decision making, leadership and advanced communication skills, entrepreneurs will be prepared to face the challenges of executive management in communication companies.

"

You will gain profound understanding of the dynamics of the communication market, equipping you with the essential tools to develop effective management and leadership strategies"

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

The **Advanced Master's Degree in Senior Management of Communication Companies** enables students to:

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

02 Develop the key leadership skills that should define working professionals

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

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

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 Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community

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

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

tech 18 | Objectives

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

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

13 Apply information and communication technologies to the different areas of the company

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

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

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

18 Build a plan for the development and improvement of personal and managerial skills

19 Gain knowledge about all the techniques to manage a communication company

17 Propose a dynamic business model that supports its growth in intangible resources

20 Know how to identify the audiences of the media

21 Know how to identify the company's environment and target audiences

24 Develop management and leadership skills

22 Know how to manage your company's reputation

23 Manage a large media company with an overview of what is happening in their company and in their competition
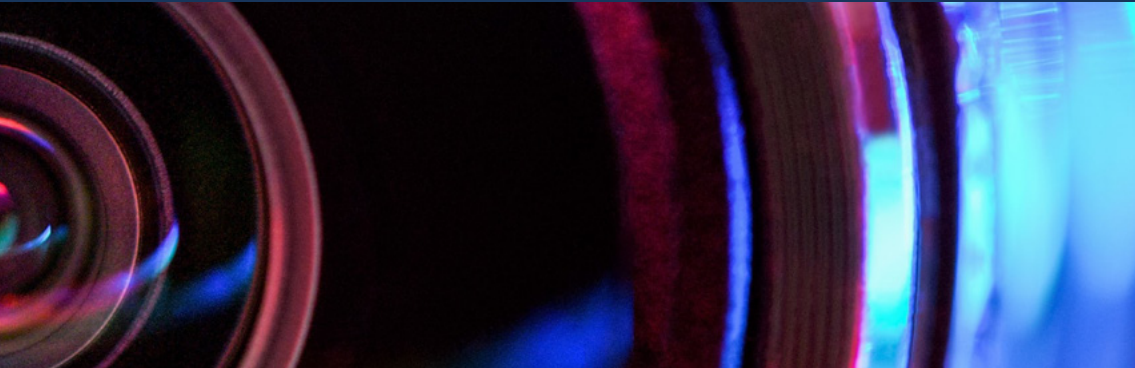
25 Be able to develop the company's human resources

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26 Implement a strategic plan in the company

28 Apply advertising policies appropriate to the company's objectives

29 Design crisis communication plans

27 Manage distribution channels

30 Develop information products from an innovative point of view

Skills

Thanks to this program, graduates will develop a series of key competencies to successfully lead in a dynamic and competitive media environment. In this way, they will strengthen their strategic skills, perfecting their analytical capacity to understand market trends and anticipate changes in the communications industry. Likewise, informed decision making, efficient resource management and the ability to establish strategic relationships will be strengthened. In addition, emphasis will be placed on the development of effective communication skills, essential for building and maintaining a company's reputation in the media environment.

" *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

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

15 Manage a large media company with an overview of what is happening in their company and in their competition

18 Apply the latest trends in business management in the company

17 Develop their own personal and managerial skills

16 Make decisions in a complex and unstable environment

19 Identify the audiences of the media and the competition and develop new projects that will help improvement

20 Be up to date on the different events that happen in the world and that are of general interest to citizens

21 In-depth analysis of the company and the competition

22 Develop an appropriate communication plan, taking into account traditional and digital media, such as Social Media

23 Apply innovation in the different areas of the company

24 Develop the managerial function in any type of media

06
Structure and Content

The content of this Advanced Master's Degree in Senior Management of Communication Companies will cover a wide range of strategic and specialized topics, designed to provide professionals with a deep and updated knowledge of the sector.

Therefore, fundamental topics such as the strategic management of corporate communication, media planning, the creation and execution of effective campaigns, as well as the analysis of relevant data and metrics will be addressed. In addition, we will delve into essential aspects of leadership and team management in the specific context of the communication industry.

Ethical and legal aspects of communication, as well as understanding audiences and crisis management, will be some of the aspects you will delve into in this study plan"

Syllabus

The Advanced Master's Degree in Senior Management of Communication Companies of TECH Global University is an intensive program that prepares students to face challenges and business decisions both nationally and internationally. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making 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 areas of the communication and company and is designed for managers to understand business management from a strategic, international and innovative perspective.

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

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

Module 11	Management and Leadership
Module 12	Business Strategy
Module 13	Organization, Management and Corporate Policies
Module 14	Communication Company Management
Module 15	Strategic and Corporate Communication
Module 16	Communication Methods
Module 17	Social Media
Module 18	Information Product Management
Module 19	Market and Communication Environments
Module 20	Market and Customer Management

Where, When and How is it Taught?

TECH offers the possibility of developing this Advanced Master's Degree in Senior Management of Communication Companies completely online. 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 Companies vs. International Law
1.9.3. Legal Instruments for Multinationals in the Area of Human Rights

1.10. Legal Environment and Corporate Governance
1.10.1. International Rules on Importation and Exportation
1.10.2. Intellectual and Industrial Property
1.10.3. International Labor Law

Module 2. Strategic Management and Executive Management

2.1. Organizational Analysis and Design
2.1.1. Conceptual Framework
2.1.2. Key Elements in Organizational Design
2.1.3. Basic Organizational Models
2.1.4. Organizational Design: 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 based on the Strategic Clock Model
2.8.4. Types of Strategies According to the Industrial Sector Life Cycle

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

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

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

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

Module 3. People and Talent Management

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

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

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

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

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

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

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

3.8. 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. The Income Statement

4.4. Management Accounting to Cost Accounting

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

4.5. Information Systems and Business Intelligence

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

4.6. Budget and Management Control

4.6.1. The Budget Model
4.6.2. The Capital Budget
4.6.3. The Operating Budget
4.6.4. 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 of the State

4.9. Corporate Control Systems

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

4.10. Financial Management

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

4.11. Financial Planning

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

4.12. Corporate Financial Strategy

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

4.13. Macroeconomic Context

4.13.1. Macroeconomic Context
4.13.2. Relevant Economic Indicators
4.13.3. Mechanisms for the Control of Macroeconomic Magnitudes
4.13.4. Economic Cycles

4.14. Strategic Financing

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

4.15. Money and Capital Markets

4.15.1. The Money Market
4.15.2. The Fixed Income Market
4.15.3. The Equity Market
4.15.4. The Foreign Exchange Market
4.15.5. The Derivatives Market

4.16. Financial Analysis and Planning

4.16.1. Analysis of the Balance Sheet
4.16.2. Analysis of the Income Statement
4.16.3. Profitability Analysis

4.17. Analyzing and Solving Cases/Problems

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

Module 5. Operations and Logistics Management

5.1. Operations Direction and Management

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

5.2. Industrial Organization and Logistics

5.2.1. Industrial Organization Department
5.2.2. Logistics Department

5.3. Structure and Types of Production (MTS, MTO, ATO, ETO, etc)

5.3.1. Production System
5.3.2. Production Strategy
5.3.3. Inventory Management System
5.3.4. Production Indicators

5.4. Structure and Types of Procurement

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

5.5. Economic Control of Purchasing

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

5.6. Warehouse Operations Control

5.6.1. Inventory Control
5.6.2. Location Systems
5.6.3. Stock Management Techniques
5.6.4. Storage Systems

5.7. Strategic Purchasing Management

5.7.1. Business Strategy
5.7.2. Strategic Planning
5.7.3. Purchasing Strategies

5.8. Typologies of the Supply Chain (SCM)

5.8.1. Supply Chain
5.8.2. Benefits of Supply Chain Management
5.8.3. Logistical Management in the Supply Chain

5.9. Supply Chain Management

5.9.1. The Concept of 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: 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 for Logistics

5.15. Logistics and Customers

5.15.1. Demand Analysis
5.15.2. Demand and Sales Forecast
5.15.3. Sales and Operations Planning
5.15.4. 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. BSC or Balanced Scorecard

6.7. Exploring the Information

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

6.8. Enterprise Business Intelligence

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

6.9. New Business Concept

6.9.1. Why BI
6.9.2. Obtaining Information
6.9.3. BI in the Different Departments of the Company
6.9.4. Reasons to Invest in BI

6.10. BI Tools and Solutions

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

6.11. BI Project Planning and Management

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

6.12. Corporate Management Applications

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

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. Design and Creation of a Digital Marketing Plan
7.5.3. ROI Analysis in a Digital Marketing Plan

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

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

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

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

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

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

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

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

7.14. Corporate Communication Strategy
7.14.1. Motivation, Social Action, Participation and Training Programs 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. Stages of Market Research Implementation
8.5.4. Managing a Research Project

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

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

8.8. Publicity
8.8.1. Historical Background of Advertising
8.8.2. Conceptual Framework of Advertising: Principles, 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. Operational Marketing Decisions

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

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

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

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

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

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

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

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

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

Module 9. Innovation and Project Management

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

9.2. **Innovation Strategy**
9.2.1. Strategic Intelligence and Innovation
9.2.2. Innovation from Strategy

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

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

9.5. **Project Management**
9.5.1. Project Management and Direction: 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. Management and Leadership

11.1. General Management
11.1.1. The Concept of General Management
11.1.2. The Role of the Director
11.1.3. The General Manager and its Functions
11.1.4. Transforming the Work of Management

11.2. Management and Leadership Development
11.2.1. Concept of Management Development
11.2.2. Concept of Leadership
11.2.3. Leadership Theories
11.2.4. Leadership Styles
11.2.5. Intelligence in Leadership
11.2.6. The Challenges of Today's Leader

11.3. Negotiation
11.3.1. Intercultural Negotiation
11.3.2. Negotiation Focuses
11.3.3. Effective Negotiation Techniques
11.3.4. Restructuring

11.4. Human Resources Management by Competencies
11.4.1. Analysis of the Potential
11.4.2. Remuneration Policy
11.4.3. Career/Succession Planning

11.5. Talent Management and Commitment
11.5.1. Keys for Positive Management
11.5.2. Talent Map of the Organization
11.5.3. Cost and Added Value

11.6. Innovation in Talent and People Management
11.6.1. Strategic Talent Management Models
11.6.2. Identification, Training and Development of Talent
11.6.3. Loyalty and Retention
11.6.4. Proactivity and Innovation

11.7. Developing High Performance Teams
11.7.1. Personal Factors and Motivation for Successful Work
11.7.2. Integrating a High Performance Team
11.7.3. People and Business Change and Development Projects
11.7.4. Financial Keys for HR: Business and People

11.8. Motivation
11.8.1. The Nature of Motivation
11.8.2. Expectations Theory
11.8.3. Needs Theory
11.8.4. Motivation and Financial Compensation

11.9. Organizational Changes
11.9.1. The Transformation Process
11.9.2. Anticipation and Action
11.9.3. Organizational Learning
11.9.4. Resistance to Change

11.10. Financial Diagnosis
11.10.1. Concept of Financial Diagnosis
11.10.2. Stages of Financial Diagnosis
11.10.3. Assessment Methods for Financial Diagnosis

Module 12. Business Strategy

12.1. Strategic Management
12.1.1. The Concept of Strategy
12.1.2. The Process of Strategic Management
12.1.3. Approaches in Strategic Management

12.2. Planning and Strategy
12.2.1. The Plan in a Strategy
12.2.2. Strategic Positioning
12.2.3. Strategy in Companies
12.2.4. Planning

12.3. Strategy Implementation
12.3.1. Indicator Systems and Process Approach
12.3.2. Strategic Map
12.3.3. Differentiation and Alignment

12.4. Corporate Strategy
12.4.1. The Concept of Corporate Strategy
12.4.2. Types of Corporate Strategies
12.4.3. Corporate Strategy Definition Tools

12.5. Digital Strategy
12.5.1. Technology Strategy and its Impact on Digital Innovation
12.5.2. Strategic Planning of Information Technologies
12.5.3. Strategy and The Internet

12.6. Corporate Strategy and Technology Strategy
12.6.1. Creating Value for Customers and Shareholders
12.6.2. Strategic IS/IT Decisions
12.6.3. Corporate Strategy vs Technology and Digital Strategy

12.7. Competitive Strategy
12.7.1. The Concept of Competitive Strategy
12.7.2. Competitive Advantage
12.7.3. Choosing a Competitive Strategy
12.7.4. Strategies according to the Strategic Clock Model
12.7.5. Types of Strategies According to the Industrial Sector Life Cycle

12.8. Marketing Strategy Dimensions
12.8.1. Marketing Strategies
12.8.2. Types of Marketing Strategies

12.9. Sales Strategy
12.9.1. Sales Methods
12.9.2. Acquisition Strategies
12.9.3. Service Strategies

12.10. Social Business
12.10.1. Web 2.0 Strategic Vision and its Challenges
12.10.2. Convergence Opportunities and ICT Trends
12.10.3. How to Monetize Web 2.0 and Social Media
12.10.4. Mobility and Digital Business

Module 13. Organization, Management and Corporate Policies

13.1. Organizational Structure
13.1.1. Main Coordination Mechanisms
13.1.2. Departments and Organization Charts
13.1.3. Authority and Responsibility
13.1.4. Empowerment

13.2. Organizational Design
13.2.1. Organizational Design Concept
13.2.2. Organizational Structure
13.2.3. Types of Organizational Designs

13.3. Strategic Human Resources Management
13.3.1. Job Design, Recruitment, and Selection
13.3.2. Training and Career Development
13.3.3. The Strategic Approach from People Management
13.3.4. Design and Implementation of Personnel Policies and Practices

13.4. Financial Management
13.4.1. Sector Opportunities and Threats
13.4.2. The Concept of Value and Value Chain
13.4.3. Scenario Analysis, Decision-Making and Contingency Planning

13.5. Fundamentals of Commercial Management
13.5.1. Internal and External Analysis SWOT Analysis
13.5.2. Sector and Competitive Analysis
13.5.3. CANVAS Model

13.6. Product Management
13.6.1. Product Classifications
13.6.2. Differentiation
13.6.3. The Design
13.6.4. Luxury
13.6.5. Environmental Issues

13.7. Pricing Principles
13.7.1. Introduction to Pricing
13.7.2. Stages in Pricing

13.8. Distribution Channel Management
13.8.1. Concept and Functions of Commercial Distribution
13.8.2. Design and Management of Distribution Channels

13.9. Advertising Communication
13.9.1. Integrated Marketing Communication
13.9.2. Advertising Communication Plan
13.9.3. Merchandising as a Communication
      Technique

13.10. E-Commerce
13.10.1. Introduction to E-Commerce
13.10.2. Differences between Traditional Commerce
      and E-Commerce
13.10.3. Technological E-Commerce Platforms

Module 14. Communication Company Management

14.1. The Industries of Communication
14.1.1. Mediamorphosis
14.1.2. Digital Transformation
14.1.3. Cybermedia

14.2. Legal and Economic Structure of Communication Enterprises
14.2.1. Individual Entrepreneur
14.2.2. Trading Companies
14.2.3. Media Conglomerates

14.3. Structure, Administration and Challenges of Management
14.3.1. Departmental Structure in Communication
      Management
14.3.2. Current Trends in Management Models
14.3.3. Integration of Intangibles
14.3.4. Communication Department Challenges

14.4. Strategic Analysis and Competitiveness Factors
14.4.1. Analysis of the Competitive Environment
14.4.2. Competitiveness Determinants

14.5. The Importance of Marketing in Communication Companies
14.5.1. Marketing Strategies in Traditional Media
14.5.2. Impact of Social Networks on the
      Media Agenda

14.6. Strategic Thinking and Systems
14.6.1. The Company as a System
14.6.2. Strategic Thinking Derived from
      Corporate Culture
14.6.3. The Strategic Approach From a People
      Management Perspective

14.7. Branding
14.7.1. The Brand and Their Functions
14.7.2. Brand Creation (Branding)
14.7.3. Brand Architecture

14.8. Creative Strategy Formulation
14.8.1. Explore Alternative Strategies
14.8.2. Counter briefing or Creative Briefing
14.8.3. Branding and Positioning

14.9. Design of a Crisis Manual/Crisis Communication Plan
14.9.1. Preventing the Crisis
14.9.2. Managing Crisis Communication
14.9.3. Recovering from the Crisis

Module 15. Strategic and Corporate Communication

15.1. Communication in Organizations
15.1.1. Organizations, People and Society
15.1.2. Historical Evolution of Organizational Behavior
15.1.3. Bidirectional Communication

15.2. Trends in Business Communication
15.2.1. Generation and Distribution of Corporate Content
15.2.2. Business Communication on the Web 2.0
15.2.3. Implementation of Metrics in the Communication Process

15.3. Integral Communication Plans
15.3.1. Audit and Diagnosis
15.3.2. Elaboration of Communication Plan
15.3.3. Measurement of Results: KPIs and ROI

15.4. Internal Communication
15.3.1. Motivation, Social Action, Participation and Training Programs with HR
15.3.2. Internal Communication Tools and Supports
15.3.3. Internal Communication Plan

15.5. External Communication
15.5.1. External Communication Actions
15.5.2. The Need for Communication Offices

15.6. Reputation Management
15.6.1. Corporative Reputation Management
15.6.2. Focus on Brand Reputation
15.6.3. Leadership Reputation Management

15.7. Digital Communication and Reputation
15.7.1. Online Reputation Report
15.7.2. Netiquette and Good Practices on Social Media
15.7.3. Branding and Networking 2.0

15.8. Communication in Crisis Situations
15.8.1. Definition and Types of Crisis
15.8.2. Phases of the Crisis
15.8.3. Messages: Contents and Moments

15.9. Lobbies and Pressure Groups
15.9.1. Opinion Groups and Their Actions in Businesses and Institutions
15.9.2. Institutional Relations and Lobbying
15.9.3. Areas of Intervention, Regulatory Instruments, Diffusion Strategies and Media

15.10. Corporate Brand Strategy
15.10.1. Public Image and Stakeholders
15.10.2. Corporate Branding Strategy and Management
15.10.3. Corporate Communication Strategy in Line With Brand Identity

Module 16. Communication Methods

16.1. Introduction to the Media
16.1.1. What is the Media?
16.1.2. Media Characteristics
16.1.3. Media Utility

16.2. Press
16.2.1. Introduction and Brief History of the Media
16.2.2. Main Features
16.2.3. From Paper to Digital

16.3. Radio
16.3.1. Introduction and Brief History of the Media
16.3.2. Main Features

16.4. Television
16.4.1. Introduction and Brief History of the Media
16.4.2. Traditional Television
16.4.3. New Forms of Television Consumption

16.5. Social Networks as a Means of Communication
16.5.1. The Network as a New Communication Environment
16.5.2. Communicative Possibilities of Social Networks

16.6. New Platforms and Devices
16.6.1. A Multi-Screen Environment
16.6.2. Second Television Screens
16.6.3. The Multitasker Consumer

16.7. Glocalization
16.7.1. Local Media
16.7.2. Proximity Journalism

16.8. Media Effects
16.8.1. Efficiency of Commercial and Advertising Communication
16.8.2. Theories on the Effects of the Media
16.8.3. Social and Co-Creation Models

16.9. Media Convergence
16.9.1. A New Media Ecosystem
16.9.2. Convergence Culture

16.10. User-Generated Content
16.10.1. From Consumer to Prosumer
16.10.2. Participatory Culture
16.10.3. Collective Intelligence

Module 17. *Social Media*

17.1. Web 2.0
17.1.1. Organization in the Age of Conversation
17.1.2. Web 2.0 is all about People
17.1.3. New Environments, New Content

17.2. Social Media Strategies
17.2.1. Corporate Communication Plan 2.0
17.2.2. Corporate PR and Social Media
17.2.3. Analysis and Evaluation of Results

17.3. Social Media Plan
17.3.1. Designing a Social Media Plan
17.3.2. Defining the Strategy to be Applied in Each Media
17.3.3. Contingency Protocol in Case of Crisis

17.4. Approach to Network Positioning: SEO and SEM
17.4.1. Introduction to SEO and SEM
17.4.2. How Search Engines Work
17.4.3. User Behavior

17.5. General, Professional, and Microblogging Platforms
17.5.1. Facebook
17.5.2. LinkedIn
17.5.3. Google+
17.5.4. Twitter

17.6. Video, Image, and Mobility Platforms
17.6.1. YouTube
17.6.2. Instagram
17.6.3. Flickr
17.6.4. Vimeo
17.6.5. Pinterest

17.7. Corporate Blogging
17.7.1. How to Create a Blog
17.7.2. Content Marketing Strategy
17.7.3. How to Create a Content Plan for your Blog
17.7.4. Content Curation Strategy

17.8. Online Marketing Plan
17.8.1. Online Research
17.8.2. Creating an Online Marketing Plan
17.8.3. Configuration and Activation
17.8.4. Launch and Management

17.9. Community Management:
17.9.1. Functions, Duties, and Responsibilities of the Community Manager
17.9.2. Social Media Manager
17.9.3. Social Media Strategist

17.10. Web Analytics and Social Media
17.10.1. Setting Objectives and KPIs
17.10.2. Digital Marketing ROI
17.10.3. Viewing and Interpreting Dashboards

Module 18. Information Product Management

18.1. Information Product Definition
18.1.1. Concept
18.1.2. Features
18.1.3. Types

18.2. Information Product Development Process
18.2.1. Phases of Information Production
18.2.2. Agenda Setting

18.3. Strategies for Launching New Information Products
18.3.1. Tangible Strategies
18.3.2. Intangible Strategies
18.3.3. Product Portfolio Strategy

18.4. Competitor Strategy Study
18.4.1. Benchmarking
18.4.2. Types of Benchmarking
18.4.3. Advantages

18.5. Information Product Portfolio Innovation Process
18.5.1. Transmedia Narratives
18.5.2. Fan Phenomenon

18.6. Innovation in Strategic Positioning
18.6.1. Gamification
18.6.2. New Narrative World

18.7. Journalistic Documentation
18.7.1. Essential Guides to Cultural Journalism Documentation
18.7.2. Historical Documentation
18.7.3. Current Documentation
18.7.4. The Raging News

18.8. Designing and Planning an Online Reputation Plan
18.8.1. Brand Reputation Plan
18.8.2. General Metrics, ROI, and Social CRM
18.8.3. Online Crisis and Reputational SEO

18.9. The Importance of Communication in Today's Organizations
18.9.1. Mechanisms and Systems for Communication with the Media
18.9.2. Errors in Organizational Communication

18.10. Inbound Marketing
18.10.1. Effective Inbound Marketing
18.10.2. The Benefits of Inbound Marketing
18.10.3. Measuring the Success of Inbound Marketing

Module 19. Market and Communication Environments

19.1. Company's Macro-Environment
19.1.1. Concept of Macro-Environment
19.1.2. Macro-Environment Variables

19.2. Company's Micro-Environment
19.2.1. Approach to the Concept of Micro-Environment
19.2.2. Actors in the Micro-Environment

19.3. New Competitive Environment
19.3.1. Technological Innovation and Economic Impact
19.3.2. Knowledge Society
19.3.3. The New Consumer Profile

19.4. Knowing the Market and Consumer
19.4.1. Open Innovation
19.4.2. Competitive Intelligence
19.4.3. Competitive Economy

19.5. The Market and Audiences
19.5.1. Profile of Media Users
19.5.2. Audience Fragmentation

19.6. Developing the Marketing Plan
19.6.1. Marketing Plan Concept
19.6.2. Situation Analysis and Diagnosis
19.6.3. Strategic Marketing Decisions
19.6.4. Operating Marketing Decisions

19.7. Market Segmentation
19.7.1. Market Segmentation Concept
19.7.2. Utility and Segmentation Requirements
19.7.3. Consumer Market Segmentation
19.7.4. Industrial Market Segmentation
19.7.5. Segmentation Strategies
19.7.6. Segmentation Based on Marketing Mix Criteria

19.8. Competitive Positioning
19.8.1. Positioning Concept on the Market
19.8.2. The Positioning Process

19.9. Commercial Segmentation
19.9.1. Analysis of Distribution Channels, Sales Areas and Products
19.9.2. Preparing Commercial Areas
19.9.3. Implementing the Visiting Plan

19.10. Corporate Social Responsibility
19.10.1. Social Commitment
19.10.2. Sustainable Organizations
19.10.3. Business Ethics

Module 20. Market and Customer Management

20.1. Marketing Management
20.1.1. The Concept of Marketing Management
20.1.2. New Trends Marketing
20.1.3. A New Marketplace: Consumer and Business Capabilities
20.1.4. Holistic MK Orientation
20.1.5. Update on the 4Ps of Marketing
20.1.6. Marketing Management Tasks

20.2. Relationship Marketing
20.2.1. Concept of Marketing Relations
20.2.2. The Customer as an Asset of the Company
20.2.3. CRM as a Relationship Marketing Tool

20.3. Data Base Marketing
20.3.1. Data Base Marketing Applications
20.3.2. Information Sources

20.4. Types of Buying Behavior
20.4.1. The Process in Purchasing Decisions
20.4.2. The Stages in the Buying Process
20.4.3. Types of Buying Behavior
20.4.4. Features of the Types of Buying Behaviour

20.5. The Loyalty Process
20.5.1. In-depth Knowledge of the Client
20.5.2. Loyalty Process
20.5.3. The Value of the Customer

20.6. Selection of Target Customers- CRM
20.6.1. Designing an E-CRM
20.6.2. Orientation towards the Consumer
20.6.4. 1 to 1 Planning

20.7. Research Project Management
20.7.1. Information Analysis Tools
20.7.2. Developing an Expectation Management Plan
20.7.3. Assessing the Feasibility of Projects

20.8. Online Market Research
20.8.1. Quantitative Research Tools in Online Markets
20.8.2. Dynamic Qualitative Customer Research Tools

20.9. Study of Traditional Audiences
20.9.1. Audience Measurement Origin Basic Concepts
20.9.2. How are Traditional Audiences Measured?
20.9.3. EGM and Kantar Media

20.10. Internet Audience Studies
20.10.1. The Social Audience
20.10.2. Measuring Social Impact: Tuitele

You will cover crisis management, strategic communication planning, media trend analysis and informed decision making in a dynamic business environment"

07
Methodology

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

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

"

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

TECH Business School uses the Case Study to contextualize all content

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

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

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

A learning method that is different and innovative

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

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

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

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

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

Relearning Methodology

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

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

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

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

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

01 learning from evidence

02 relearning from evidence

03 testing

04 learning from an expert

05 neurocognitive context dependent learning

06 Von-Restorff effect

07 case based learning through storytelling

08 competencies testing (retesting)

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

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

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

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

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

Study Material

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

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

Classes

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

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

Management Skills Exercises

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

Additional Reading

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

30%

10%

8%

3%

30%

15%

4%

Case Studies

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

Interactive Summaries

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

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

Testing & Retesting

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

Our Students' Profiles

The profile of TECH Global University students is that of professionals with extensive specialization and experience, who understand the importance of continuing their studies during their professional career. In this particular case, they are professionals with previous knowledge in business management, who want to expand their scope of action to the field of communication, and they will achieve this through a high quality syllabus.

" *This program is aimed at people interested in improving their employability, thanks to a first class study plan"*

Average Age

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

Years of Experience

More than 15 years **25%**

Up to 5 years **16%**

5 to 10 years **31%**

10-15 years **28%**

Training

Journalism and Communication **30%**

Business **26%**

Finance **24%**

Social Sciences **6%**

Other **14%**

Academic Profile

Corporate Communications Directors **28%**

Journalists **22%**

Media and Entertainment Directors **16%**

Digital Media Entrepreneurs **20%**

Other **14%**
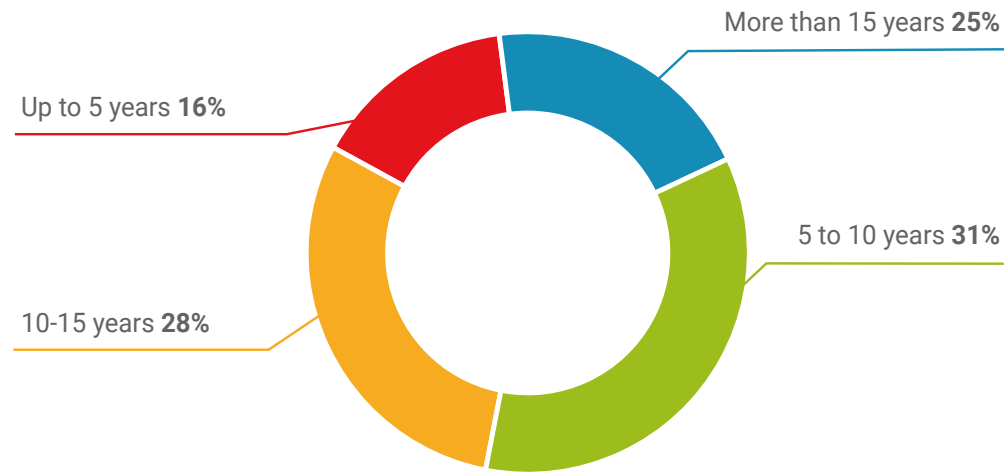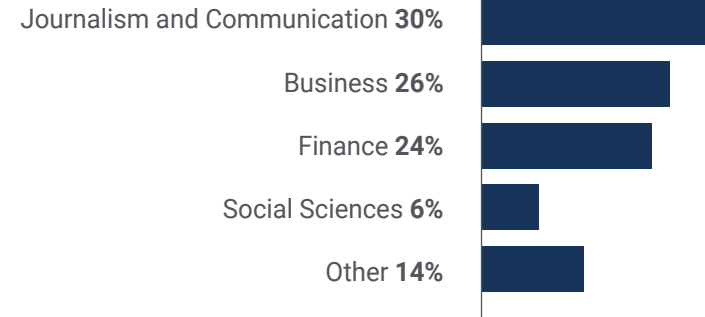
Geographical Distribution

- EEUU **12%**
- Spain **38%**
- Mexico **19%**
- Colombia **7%**
- Argentina **8%**
- Chile **6%**
- Peru **4%**
- Other **6%**
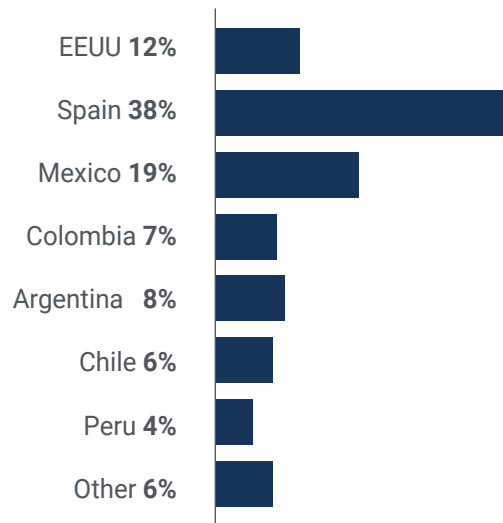
Nuria Martinez

Director of Media Innovation

"It has been an incredible experience! I can't help but get excited thinking about all the lessons learned, challenges overcome and connections I have made throughout this program. I greatly value the work of the professors who, not only shared their vast knowledge, but also motivated us to think creatively and approach problems with an entrepreneurial mindset. Now I feel ready to conquer the world of communication with confidence and enthusiasm!"

Course Management

The professors are highly qualified and experienced professionals in various aspects of the communication field. These experts not only possess in-depth theoretical knowledge, but also have valuable practical experience in the field of business and communication. In addition, they foster critical thinking, innovation and adaptability, preparing students to face the dynamic challenges of senior management in communication companies.

"

*The best teachers are at the best university!
Don't miss the opportunity to specialize
under their excellent guidance"*

International Guest Director

With a strong background in **Communications** and **Marketing**, Bianca Freedman has served as *Chief Executive Officer* (CEO) of **Edelman**, **Canada**, where she has led strategy, operations and culture in the region. In fact, she has played a crucial role in the evolution, promotion and protection of brands and reputations in a dynamic media environment. In addition, she has been one of the *Executive Positioning* experts within **Edelman's** global network, a critical area where business leaders are increasingly in demand.

She has also held other prominent positions at **Edelman**, including *Chief Operating Officer* (COO) and *General Manager*. In these roles, she has led some of the organization's most important and complex projects in both the private and public sectors, working with some of the country's most prestigious companies to transform their presence with employees, customers and shareholders.

Bianca Freedman's career has also included positions at **InfinityComm Inc.**, as **Account and Public Relations Manager**, as well as at **Credit Valley Hospital** where she has served as **Marketing and Communications Coordinator**. She has also held roles as **Marketing,, Public Relations and Social Media Manager** at **Walmart** where she has been instrumental in communications innovation, both in **Canada** and in the **San Francisco Bay Area**, with Walmart's **global e-commerce** group.

Notably, as an active member of the community, she has served on the **Humber PR Advisory Board** and volunteers with the **Community Association for Riders with Disabilities (CARD)**. And she is fully committed to removing barriers to entering the job market, as well as supporting high potential talent.

Ms. Freedman, Bianca

- Chief Executive Officer (CEO) at Edelman, Canada
- Marketing, Public Relations and Social Media Manager at Walmart
- Marketing and Communications Coordinator at Credit Valley Hospital
- Account and Public Relations Manager at InfinityComm Inc
- IWF Fellowship in Business Administration and Management from INSEAD
- Transformational Leadership, Business Administration and Management Program at Harvard Business School
- Graduate degree in Public Relations from Humber College
- Degree in Political Science, Communication Studies, McMaster University
- Member of: Humber PR Advisory Council and Community Association for Riders with Disabilities (CARD)

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

International Guest Director

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

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

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of **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 is now a graduate of the University of Miami.

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

Ms. Dove, Jennifer

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

"TECH counts with a distinguished and specialized group of International Guest Directors, with important leadership roles in the most cutting-edge companies in the global market"

International Guest Director

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

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

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

D. Gauthier, Rick

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

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

International Guest Director

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

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

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

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

Mr. Arman, Romi

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

"

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

International Guest Director

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

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

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

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

Mr. Arens, Manuel

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

"

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

International Guest Director

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

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

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

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

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

Ms. La Sala, Andrea

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

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

International Guest Director

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

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

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

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

Mr. Gram, Mick

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

"

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

International Guest Director

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

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

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

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

Mr. Stevenson, Scott

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

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

International Guest Director

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

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

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

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

Mr. Nyquist, Eric

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

"

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

Management

Ms. Iñesta Fernández, Noelia

- Media Research Specialist
- Journalist and Social Media Manager
- Specialist in the Commercial and Communication Department at Greterika Group.
- Head of Communication and Marketing at Anfeda Corporate
- PhD in Media Research at UC3M
- Master's Degree in Social Media Management at the Social Media Institute
- Master's Degree in Applied Media Research at UC3M
- Degree in Sociology from the Spanish National University of Distance Education
- Degree in Journalism at UC3M
- Higher Technician in Audiovisual Production IES Alfonso X el Sabio

10
Impact on Your Career

This TECH program will be indispensable for business professionals who wish to turn their career around, specializing in a complex and very intense area such as communication companies. It is a Advanced Master's Degree that will include the most relevant aspects in this area, and that will mark a plus of quality in the students' resume.   Undoubtedly, it is the opportunity they were waiting for to improve their career.

"

Through an extensive library, full of the most innovative multimedia resources, you will learn how to successfully manage communication companies"

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

The Advanced Master's Degree in Senior Management of Communication Companies of TECH Global University is an intensive program that prepares students to face challenges and business decisions, both nationally and internationally. Its main objective is to promote 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 be fully immersed in business management concepts, including team management, business ethics, corporate social responsibility and innovation.

You will get the job improvement you want, thanks to the specialization that TECH offers you with this 100% online Advanced Master's Degree.

Time of Change

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

Type of change

Internal Promotion **17%**

Change of Company **45%**

Entrepreneurship **38%**
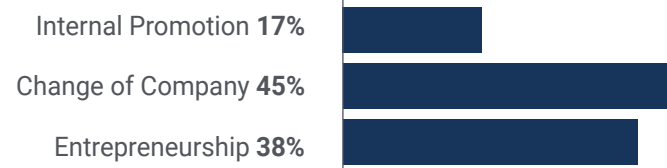
Salary increase

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

Salary before	A salary increase of	Salary after
€ 57,900	**25.22%**	**€ 72,500**

Benefits for Your Company

This TECH program has been designed thinking about the specialization needs of business professionals in the top management of communication companies, but also about what graduates will be able to contribute to the companies in which they work. Therefore, it will not only be a competitive advantage for the students themselves, providing them with greater employability, but also for the companies, where they will be able to contribute all their value and knowledge.

You will provide the communication companies in which you work with a new, more up-to-date and competitive management model. What are you waiting for to enroll?"

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

01

Growth of talent and intellectual capital

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

02

Retaining high-potential executives to avoid talent drain

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

03

Building agents of change

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

04

Increased international expansion possibilities

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

05

Project Development

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

06

Increased competitiveness

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

12
Certificate

The Advanced Master's Degree in Senior Management of Communication Companies guarantees students, in addition to the most rigorous and up-to-date education, access to a 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 **Advanced Master's Degree in Senior Management of Communication Companies** endorsed by **TECH Global University**, the world's largest online university.

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

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

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

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**

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

Advanced Master's Degree in Senior Management of Communication Companies

This is a private qualification of 3.600 hours of duration equivalent to 120 ECTS, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

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

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

Dr. Pedro Navarro Illana
Dean

This qualification must always be accompanied by the university degree issued by the competent authority to practice professionally in each country.   Unique TECH Code: AFWORD23S   techtitute.com/certificates

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Advanced Master's Degree in Senior Management of Communication Companies

General Structure of the Syllabus

Year	Subject	ECTS	Type	Year	Subject	ECTS	Type
1º	Leadership, Ethics and Social Responsibility in Companies	150	OB	2º	Management and Leadership	150	OB
1º	Strategic Management and Executive Management	150	OB	2º	Business Strategy	150	OB
1º	People and Talent Management	150	OB	2º	Organization, Management and Corporate Policies	150	OB
1º	Economic and Financial Management	150	OB	2º	Communication Company Management	150	OB
1º	Operations and Logistics Management	150	OB	2º	Strategic and Corporate Communication	150	OB
1º	Information Systems Management	150	OB	2º	Communication Methods	150	OB
1º	Commercial Management, Strategic Marketing and Corporate Communications	150	OB	2º	Social Media	150	OB
				2º	Information Product Management	150	OB
1º	Market Research, Advertising and Commercial Management	150	OB	2º	Market and Communication Environments	150	OB
1º	Innovation and Project Management	150	OB	2º	Market and Customer Management	150	OB
1º	Executive Management	150	OB				

Dr. Pedro Navarro Illana
Dean

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

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Advanced Master's Degree
Senior Management of Communication Companies

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

Advanced Master's Degree
Senior Management of Communication Companies

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