Advanced Master's Degree
Senior Management of Tourism Companies

AMDSMTC

tech global university

Advanced Master's Degree
Senior Management of Tourism 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-tourism-companies**

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01
Welcome

In Senior Management of Tourism Companies, professionals can directly influence the formulation of strategies and key decisions for the success of the organization. In addition to the personal satisfaction of leading and managing teams, managers must anticipate trends and an integral vision of the business operation. All this facilitates strategic alliances and collaborations that drive the development and expansion of the company. Considering this, TECH has designed a 100% online program, based on the revolutionary Relearning methodology, which will allow business experts to acquire the essential knowledge for their professional practice. An exclusive university program in which students will also have access to 10 very complete Masterclasses given by a prestigious international expert.

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

A 100% online Advanced Master's Degree where you will delve into the most advanced strategies of tourism management through the Masterclasses of a prestigious International Guest Director"

02
Why Study at TECH?

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

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

At TECH Global University

Innovation

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

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

The Highest Standards

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

95% of TECH students successfully complete their studies

Networking

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

+100000 executives prepared each year

+200 different nationalities

Empowerment

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

+500 collaborative agreements with leading companies

Talent

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

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

Multicultural Context

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

TECH students represent more than 200 different nationalities.

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

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"

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.

Why Our Program?

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

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

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

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

01 A Strong Boost to Your Career

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

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

02 Develop a strategic and global vision of the company

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

Our global vision of companies will improve your strategic vision.

03 Consolidate the student's senior management skills

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

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

04 You will take on new responsibilities

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

45% of graduates are promoted internally.

05 Access to a powerful network of contacts

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

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

06 Thoroughly develop business projects.

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

20% of our students develop their own business idea.

07 Improve *soft skills* and management skills

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

Improve your communication and leadership skills and enhance your career.

08 You will be part of an exclusive community

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

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

04
Objectives

The primary objective of this program is to equip professionals with the skills and knowledge necessary to excel in a highly dynamic and competitive business environment. Therefore, this program aims not only to strengthen leadership and strategic decision-making skills, but also to provide a deep understanding of the global and local trends that impact the tourism industry. Through a combination of theoretical and practical approaches, graduates will be prepared to face current and future challenges, fostering innovation, sustainability and management excellence.

Upon completion of this comprehensive specialization, you will acquire a significant competitive advantage and be able to lead your organization to success in an ever-evolving world of tourism"

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 Tourism 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

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

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

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

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 Understand the characteristics of cultural management

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

20 Understand the importance of customer loyalty in tourism products and relationship marketing

21 Understand the basic concepts of Tourism in relation to history, economy, culture, society and sustainability

24 Study the public management of tourist destinations, from the different intervention and tourism planning tools

22 Know the evolution of tourism in the different scenarios where it is developed and in the current context

23 Study the structure of the tourism markets and their consequences on the social, economic and environmental dimensions

25 Select and use relevant and useful information from the tourism sector

26 Elaborate strategies for the development of tourism products and destination

27 Understand the legal contents of the different areas that make up the legal framework for tourism

28 Know the sources of official information that the Public Administration makes available for the consultation of norms and resolutions on tourism matters

05
Skills

This academic program will cultivate visionary leaders capable of charting and executing innovative strategies, anticipating market demands and adapting to changing global trends. Therefore, graduates will possess unique critical decision-making skills, backed by comprehensive industry knowledge, as well as advanced skills in financial management, marketing and sustainable development. In addition, they will focus on inspirational leadership, fostering highly efficient work teams, and promoting the organizational culture necessary to meet the challenges of the contemporary business world.

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

01 Resolve business conflicts and problems between workers

04 Exercise economic and financial control of a company

02 Apply Lean Management methodologies

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

05 Manage tools and methods for the manipulation and better utilization of data, for the delivery of understandable results to the final recipient
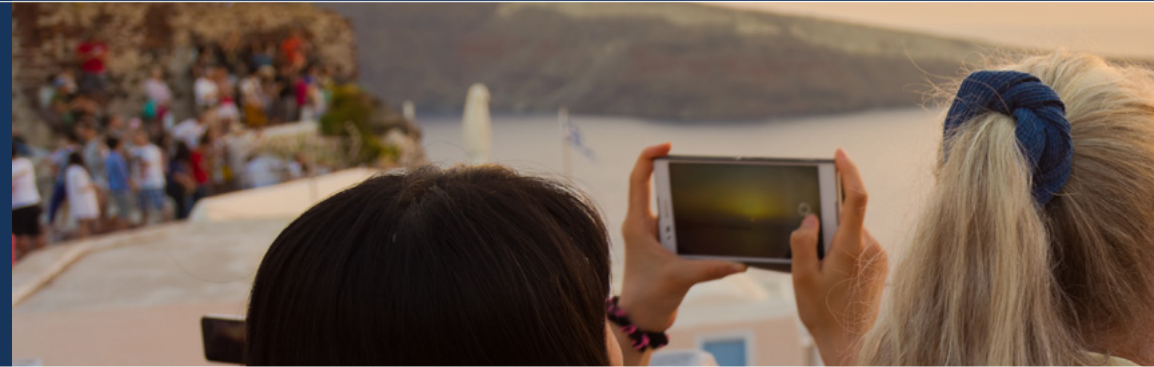
06 Control the company's logistics processes, as well as purchasing and procurement.

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

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

07 Delve into the new business models associated with information systems

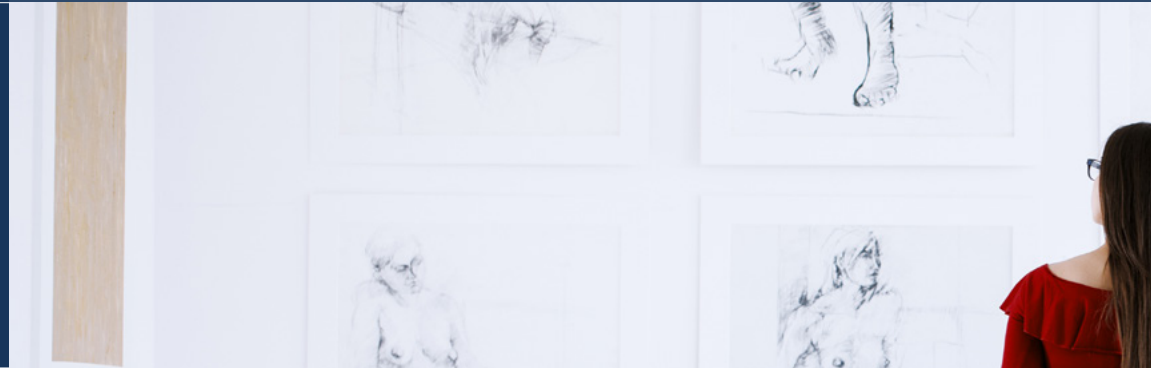**10** Develop and lead marketing plans

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

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

14 Commit to sustainably developing the company, avoiding environmental impacts

15 Administrate and manage the different types of tourist entities

16 Identify and manage tourist spaces and destinations

18 Organize and know how to use information from different contexts to assess the effects of the legal environment on tourism management

19 Analyze international standardization initiatives and their main actors

17 Manage tourist spaces in accordance with the principles of sustainability

20 Recognize the psychographic profiles of individuals in their behavior as consumers of leisure and tourism
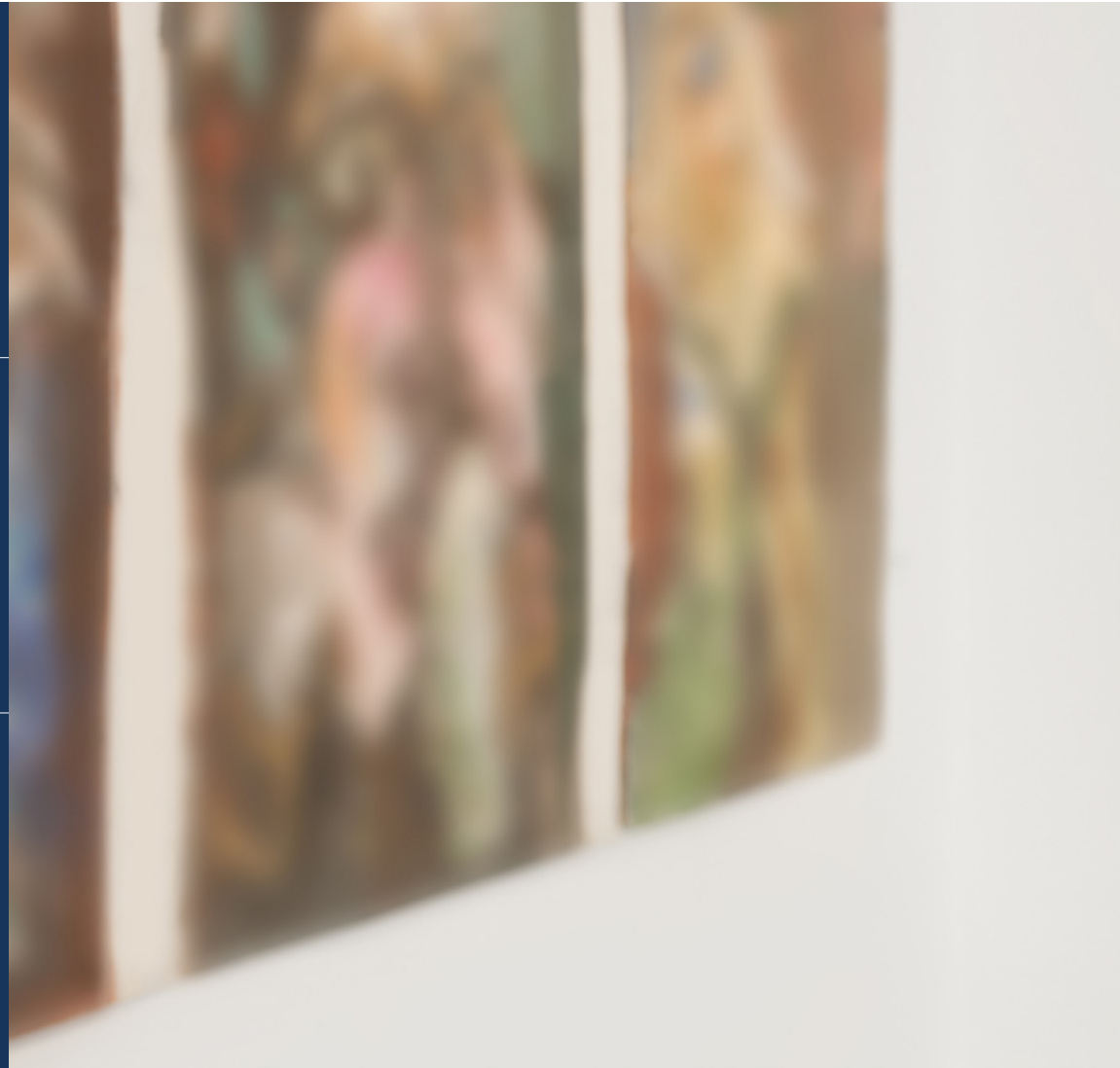
21 Understand the purchasing decision process and the factors that influence it

22 Analyze and reflect on the contemporary social conditions that mediate the relationship between the advertising message and the psychological characteristics of consumers

23 Identify Internet advertising formats and their relationships

24 Learn the political and administrative structures of Tourism

25 Explore the various tourism sub-sectors and how they operate in tourist destinations worldwide

26 Properly perform a SWOT analysis

Structure and Content

The content of this program is divided into specialized modules, from tourism marketing and hotel management to sustainable development strategies and emerging technologies in the sector. Entrepreneurs will also be immersed in case studies and simulations in real-world environments, providing them with practical and applied experience to consolidate their theoretical understanding. In addition, the emphasis on internationalization and cross-cultural management will prepare professionals to lead in a global marketplace.

This program will provide you with the tools and perspectives necessary to excel as an innovative leader in Senior Management of Tourism Companies"

Syllabus

The Advanced Master's Degree in Senior Management of Tourism Companies of TECH Global University is an intensive program that prepares students to face challenges and business decisions in the tourism sector, 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 3,600 study hours, 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 tourism 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 tourism business management. A program that understands your needs and those of your company through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will provide you with the competencies to solve critical situations in a creative and efficient way.

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

Module 1	Leadership, Ethics and Social Responsibility in Companies
Module 2	Strategic Managementand 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	Cultural Heritage Management
Module 12	Fundamentals of Marketing
Module 13	Structure of Tourism Markets
Module 14	Interactive Tourism Advertising and Communication
Module 15	Quality Management and Innovation in Tourism
Module 16	Consumer Behavior
Module 17	Advertising and Public Relations
Module 18	Public Management of Tourist Destinations
Module 19	Tourism Consulting and Research
Module 20	Tourism Law and Legislation

Where, When and How is it Taught?

TECH offers the possibility of developing this Advanced Master's Degree in Senior Management of Tourism 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 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
1.10.1. International Rules on Importation and Exportation
1.10.2. Intellectual and Industrial Property
1.10.3. International Labor Law

Module 2. Strategic Management and Executive Management

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

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

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

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

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

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

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

2.8. Competitive Strategy
2.8.1. 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 for Business Communication

Module 3. People and Talent Management

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

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

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

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

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

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

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

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

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

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

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

3.12. *Employer Branding*
3.12.1. Employer Branding in 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. From General Accounting to Cost Accounting

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

4.5. Information Systems and Business Intelligence

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

4.6. Budget and Management Control

4.6.1. The Budget Model
4.6.2. The Capital Budget
4.6.3. The Operating Budget
4.6.4. 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 Requirements of Funds
4.7.3. Credit Management

4.8. Corporate Tax Responsibility

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

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

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

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

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

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

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

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

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

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

Module 5. Operations and Logistics Management

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

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

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

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

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

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

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

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

5.9. Supply Chain Management

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

5.10. Interactions Between the SCM and All Other Departments

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

5.11. Logistics Costs

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

5.12. Profitability and Efficiency of Logistics Chains: KPIS

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

5.13. Process Management

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

5.14. Distribution and Transportation and Logistics

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

5.15. Logistics and Customers

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

5.16. International Logistics

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

5.17. Outsourcing of Operations

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

5.18. Competitiveness in Operations

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

5.19. Quality Management

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

Module 6. Information Systems Management

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Module 7. Commercial Management, Strategic Marketing and Corporate Communication

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Module 8. Market Research, Advertising and Commercial Management

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

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

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

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

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

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

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

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

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

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

9.6. Project Change Management: Training Management

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

9.7. Project Communication Management

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

9.8. Traditional and Innovative Methodologies

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

9.9. Creation of a Startup

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

9.10. Project Risk Management Planning

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

Module 10. Executive Management

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

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

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

10.4. Public Speaking and Spokesperson Education
10.4.1. Interpersonal Communication
10.4.2. Communication Skills and Influence
10.4.3. Communication Barriers

10.5. Personal and Organizational Communications Tools
10.5.1. Interpersonal Communication
10.5.2. Interpersonal Communication Tools
10.5.3. Communication in the Organization
10.5.4. Tools in the Organization

10.6. Communication in Crisis Situations
10.6.1. Crisis
10.6.2. Phases of the Crisis
10.6.3. Messages: Contents and Moments

10.7. Preparation of a Crisis Plan
10.7.1. Analysis of Possible Problems
10.7.2. Planning
10.7.3. Adequacy of Personnel

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

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

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

Module 11. Cultural Heritage Management

11.1. Introduction to Cultural Heritage
11.1.1. Tourism and Cultural Heritage
11.1.2. Cultural Tourism Resources

11.2. Sustainability as a Reference in Tourism and Cultural Heritage
11.2.1. Concept of Urban Sustainability
11.2.2. Tourism and Cultural Sustainability

11.3. Hosting Capacity and Its Application in Tourist Destinations
11.3.1. Conceptualization
11.3.2. Dimensions of Tourism Carrying Capacity
11.3.3. Case Studies
11.3.4. Approaches and Proposals for the Study of Tourist Carrying Capacity

11.4. Tourist Use of the Area
11.4.1. Flows of Visitors and Heritage Tourist Areas
11.4.2. General Patterns of Tourist Mobility and Use of the Area
11.4.3. Tourism and Heritage Sites: Effects and Problems Derived from Tourist Flows

11.5. The Challenges of Space Management
11.5.1. Strategies for Diversification of the Tourist Use of the Area
11.5.2. Tourism Demand Management Measures
11.5.3. The Enhancement of the Heritage and Accessibility Control
11.5.4. Visitor Management in Heritage Sites with Complex Visiting Models. Case Studies

11.6. Cultural Tourism Product
11.6.1. Urban and Cultural Tourism
11.6.2. Culture and Tourism
11.6.3. Transformations in the Cultural Travel Market

11.7. Heritage Preservation Policies
11.7.1. International Regulations

11.8. Management of Cultural Resources in Tourist Areas
11.8.1. Promotion and Management of Urban Tourism
11.8.2. Heritage Tourism Management
11.8.3. Public and Private Management

11.9. Employability in Cultural Tourism
11.9.2. Characteristics of Employability in Cultural Tourism
11.9.2. Training and Profiles in Cultural Tourism
11.9.3. The Tourist Guide and the Interpretation of the Patrimony

11.10. Case Studies of Successful Cases in the Management of Cultural Heritage in the Tourism Field
11.10.1. Strategies for Cultural and Tourism Development of the Local Heritage
11.10.2. The Associative Management of a Public Project
11.10.3. Visitor Analysis as a Cultural Management Tool
11.10.4. Local Policies of Tourist Dynamization and Great Cultural Attractions
11.10.5. Local Tourism Planning and Management in a World Heritage City

Module 12. Fundamentals of Marketing

12.1. Introduction to Marketing	12.2. The Marketing in the Company: Strategic and Operative Marketing Plan	12.3. The Business Environment and the Organizational Marketplace	12.4. Consumer Behavior
12.5. Stages in the Consumer Buying Process	12.6. Market Segmentation in the Strategy of Organizations	12.7. Consumer and Industrial Market Segmentation Criteria	12.8. Supply–Demand Market Segmentation Assessment
12.9. Marketing Mix	12.10. Current Management Strategies for the Product Portfolio Growth and Competitive Marketing Strategies	12.11. Marketing Information System Components	12.12. Concept, Objectives, Applications and Sources of Market Research
12.13. Methodology to Conduct Market Research Studies			

Module 13. Structure of Tourism Markets

13.1. Introduction to Tourism
13.1.1. Definition of Tourism, Origin and Evolution
13.1.2. Tourism Definitions
13.1.3. Types of Tourism
13.1.4. Tourism Product Life Cycle
13.1.5. Sustainable Tourism

13.2. Tourism Over Time
13.2.1. History of Tourism up to the 20th Century
13.2.2. Contemporary Tourism (20th and 21st centuries)

13.3. Tourism Planning
13.3.1. The Planning Process for Tourist Sites
13.3.2. Tourism Planning Tools: Tourism Development Plans (TDP)
13.3.3. Sustainability as Tourism Planning Criteria

13.4. Tourism Economics
13.4.1. The Tourism Production Process
13.4.2. The Importance of the Economic Effects of Tourism
13.4.3. Tourism Balance of Payments

13.5. Tourist Arrivals and Departures
13.5.1. International Tourist Arrivals and Departures
13.5.2. Tourist Destinations and Issuing Markets

13.6. Demand for Tourism
13.6.1. Calculating Tourism Demand
13.6.2. Inbound Tourism
13.6.3. Outbound Tourism
13.6.4. Factors Conditioning Tourist Demand
13.6.5. Demand Seasonality
13.6.6. Trends in Tourism Demand

13.7. The Tourist Offer
13.7.1. Analyzing Tourism Supply
13.7.2. Supply of Tourist Resources: Natural and Cultural
13.7.3. The Tourism Supply in Relation to Technological Innovations: New Business Models.
13.7.4. Sustainable Tourism Applied to Tourism Supply

13.8. The Company in the Tourism Industry
13.8.1. Concept of the Tourist Company
13.8.2. Types of Tourist Companies
13.8.3. Environment of Tourist Companies

13.9. Introduction to the Main Tourism Sub-Sectors
13.9.1. Hotel Sector
13.9.2. Catering Sector
13.9.3. Travel Agencies and Tour - Operators
13.9.4. Air Transportation
13.9.5. Complementary Services

13.10. Structure of the Tourism Market
13.10.1. Market Structures in World Tourism: Globalization
13.10.2. Structure of the International Tourism Market
13.10.3. Structure of the National Tourism Market
13.10.4. Structure of the Regional Tourism Market

Module 14. Interactive Tourism Advertising and Communication

14.1. Introduction: A General Vision of the Internet
14.1.1. The Transformation of Tourism Business Models

14.2. Digital Marketing Fundamentals: Digital Strategy
14.2.1. Digital Marketing Strategies for Tourism Companies

14.3. Social Media and Networks: Facebook. Twitter. Instagram

14.4. Strategy and Content Management Bloggers. Wordpress. Medium. Aboutme

14.5. Digital Metrics: Web 2.0 Analytics

14.6. Mobile and Apps

14.7. Advertising and Digital Media

14.8. Search Engines SEO. SEM. Google AdSense. Google AdWords

14.9. Communication 2.0 Online Reputation. Community Management:

14.10. E-Mail Marketing

Module 15. Quality Management and Innovation in Tourism

15.1. Service Quality Management
15.1.1. Quality of Service
15.1.2. Characteristics and Dimensions of Service Quality
15.1.3. Quality from the Customers' Perspective. Quality Levels

15.2. Tourism Quality Management
15.2.1. Quality Management Basics
15.2.2. Quality Management Systems
15.2.3. Quality as a Management Tool
15.2.4. Quality Management Systems
15.2.5. Total Quality Management Systems

15.3. Introduction to Quality: Concepts and Evolution
15.3.1. Service Quality in the Tourism Sector
15.3.2. Concepts of Quality
15.3.3. Evolution of the Concept of Quality
15.3.4. Dimensions and Principles of the Concept of Quality
15.3.5. The Quality Process for Internal and External Customers

15.4. Main Quality Theories
15.4.1. Theories of Quality Applied to the Tourism Sector
15.4.2. Total Quality Management (Deming)
15.4.3. Total Quality Management (Juran)
15.4.4. Total Quality Management (Crosby)
15.4.5. Total Quality Management (Feigenbaum)
15.4.6. Total Quality Management (Ishikawa)
15.4.7. Total Quality Management (Taguchi)
15.4.8. Total Quality Management (TQM) Applied to the Tourism Sector

15.5. Quality Costs in Tourism Companies
15.5.1. Concept and Classification of Costs Associated with Quality
15.5.2. Costs Arising from Failures
15.5.3. Reversal of Preventive Activities
15.5.4. Costs Generated by Inspections and Evaluations
15.5.5. The Curve of Total Costs Associated with Quality
15.5.6. The Importance of the Management of Costs Derived from Quality in the Tourism Industry

15.6. Analysis, Diagnosis, Planning and Quality Control in the Tourism Industry
15.6.1. The Process of a Quality Tourism Service
15.6.2. Design and Implementation of a Quality Systems in Tourism Companies
15.6.3. Phases in the Process of Implementing a Quality System

15.7. Processes for the Implementation of a Quality and Environmental System
15.7.1. Interpreting Standards
15.7.2. Implementation of Processes and Quality Manuals
15.7.3. Quality Tools
15.7.4. Improvement Plans
15.7.5. Internal and External Audit

15.8. Tourism Quality
15.8.1. UNE and ISO Standards in Tourism Quality
15.8.2. International Tourism Quality Standards

15.9. Quality Management in Tourism Services

15.9.1. Tourism Service Quality and Customer Perception
15.9.2. Techniques to Ascertain Customer Satisfaction
15.9.3. Online Reputation Management of Suggestions and Complaints
15.9.4. SERQUAL Model Applied to the Tourism Company
15.9.5. HOTELQUAL Model

15.10. Innovation in the Tourism Industry

15.10.1. Innovation Management
15.10.2. Introduction to Innovation
15.10.3. Types of Innovation Innovation in Management Processes
15.10.4. Innovation Management: Strategies
15.10.5. Standardization in R&D&I

Module 16. Consumer Behavior

16.1. Knowing the Market and the Consumer

16.2. CRM and Relational Marketing

16.3. Database Marketing y Customer Relationship Management

16.4. Consumer Psychology and Behavior

16.5. Áreas del CRM Management

16.6. Consumer Centric Marketing

16.7. Techniques

16.8. Advantages and Risks of Implementing CRM

Module 17. Advertising and Public Relations

17.1. Advertising and Public Relations: Conceptual Foundations

17.1.1. What Is Persuasive Communication?
17.1.2. Concept and Dimensions of Advertising and Public Relations

17.2. Historical Approach to the Phenomenon of Advertising and Public Relations

17.2.1. New and Current Advertising Trends: Current Areas of PR Application
17.2.2. Sponsorship, Patronage, Lobbing, and Publicity

17.3. Fundamentals in the Advertising System and Process

17.3.1. The Issuer in Advertising: The Advertiser and the Advertising Agency
17.3.2. General Process Features

17.4. The Message in Advertising

17.4.1. Advertising Messages in Conventional Media

17.5. The Channel in Advertising: Media, Supports and Forms of Advertising

17.5.1. Conventional Media and Below the Line

17.6. The Receptor in Advertising: Target Audience

17.6.1. Consumer Behavior Conditioning Factors

17.7. Foundations of the Advertising Process

17.7.1. Strategic Planning in Advertising
17.7.2. Preliminary Phase: Briefing and Advertising Objectives
17.7.3. Creative Strategy: Media Strategy

17.8. Foundations of Public Relations Systems and Processes

17.8.1. The Public Relations Broadcaster
17.8.2. Public Relations in Organizations
17.8.3. The Public Relations Company

17.9. The Message in Public Relations
17.9.1. Writing in Public Relations
17.9.2. Oral Expression in Public Relations

17.10. The Channel in Public Relations
17.10.1. Personal and Mass Media
17.10.2. The Receptor in Public Relations
17.10.3. Strategic Audiences in Public Relations

Module 18. Public Management of Tourist Destinations

18.1. Tourism Policy
18.1.1. Tourism Policy: Concept and Justification for Its Use
18.1.2. The General Framework of Regional and Local Policies

18.2. The Administrative Organization of Tourism
18.2.1. The Political-Administrative Framework in Tourism Site Planning
18.2.2. Planning as a Function of Tourism Policy

18.3. Managing Tourism Destinations
18.3.1. Tourism Destination Management Models at Different Levels: Countries, Regions and States, Cities and Locations

18.4. The Importance of Governance in Management
18.4.1. The Perspective of a Tourism Policy with Community Participation

18.5. Legal and Institutional Framework

18.6. Tourism Observatories as Public Management Indicators
18.6.1. Macro-Tourism Reports
18.6.2. Qualitative and Quantitative Progress Reports
18.6.3. Specific Studies

18.7. Clusters and Innovative Business Associations (IBAs)
18.7.1. Definition of AEI-Innovation Clusters
18.7.2. Advantages and Strategies of Belonging to an Innovative Cluster

18.8. Intelligent Tourism Destinations
18.8.1. Concept of ITD
18.8.2. Network of Intelligent Destinations

Module 19. Tourism Consulting and Research

19.1. Tourism Research

19.1.1. Sources of Information in the Tourism Sector
19.1.2. Techniques for Information Processing

19.2. Tourism Research Methodologies

19.2.1. Empirical Research in Tourism: Scientific Method and Research Process
19.2.2. Qualitative Approach: Instruments
19.2.3. Quantitative Approach: Instruments

19.3. Research Applied to Tourism

19.3.1. Treatment of Official Statistical Sources
19.3.2. Document and Image Analysis

19.4. Tourism Research Reports

19.4.1. The Research Project
19.4.2. The Research Report

19.5. Tourism Project Management

19.5.1. Analysis, Formulation and Implementation of Strategies
19.5.2. Market Research
19.5.3. Technical Study
19.5.4. Economic Study
19.5.5. Project Appraisal

19.6. Tourist Destinations

19.6.1. Design and Strategy of Tourist Destinations
19.6.2. Creation of Tourism Products
19.6.3. Research of the Tourism Market
19.6.4. Development of the Tourist Destination
19.6.5. Tourism Development Plan

19.7. Marketing of the Tourist Destination

19.7.1. Promotion of the Tourist Destination
19.7.2. Creation of Tourism Branding
19.7.3. Offline and Online Management of the Tourist Destination

19.8. Analysis of Strategic Management Cases

19.8.1. Strategic Partnerships
19.8.2. Adaptation to the Changing Environment
19.8.3. Technology for Tourist Destinations
19.8.4. Competitive Strategies in the Airline Industry

19.9. Tourism Consulting

19.9.1. Definition and Evolution of Consulting
19.9.2. Basic Concepts of Consulting Activity
19.9.3. Techniques of a Consultant
19.9.4. Project Management
19.9.5. Tourism Consulting

19.10. Destination Consulting Module

19.10.1. Destination Consulting Techniques
19.10.2. Tourism Business Consulting
19.10.3. Types of Actions
19.10.4. Identifying Business Opportunities
19.10.5. Product Creation and Marketing

Module 20. Tourism Law and Legislation

20.1. Introduction
20.1.1. Introduction
20.1.2. Concept of Tourism
20.1.3. Concept of Tourism Law
20.1.4. Tourism Legislation

20.2. The Law
20.2.1. The Source System
20.2.2. Concept of Law
20.2.3. Source System. Regulatory Hierarchy
20.2.4. The Law, Concept and Types

20.3. Features
20.3.1. Custom: Concept, Requirements and Types
20.3.2. General Principles of Law
20.3.3. Case Law and Analogy
20.3.4. Effectiveness of the Law, Ignorance of the Law and Fraud

20.4. Fundamental Civil Law Institutions
20.4.1. Civil Right: Concept and Types
20.4.2. Individuals and Legal Entities
20.4.3. Obligation
20.4.4. Contracts

20.5. The Company, the Entrepreneur and the Organized Economic Trader Commercial Companies
20.5.1. Commercial Law Concept
20.5.2. Sources of Commercial Law
20.5.3. Company and Entrepreneur
20.5.4. The Social Entrepreneur

20.6. Tourism Legislation: Distribution of Competences between the State and the Autonomous Communities in Tourism Matter
20.6.1. The Tourism Administration Functions
20.6.2. Distribution of Competencies in the Area of Tourism

20.7. The Subjects of Tourism Tourist Accommodations (I): Hotel Establishments
20.7.1. Introduction: Concept and Classification of Tourist Accommodation
20.7.2. Hotel Establishments
20.7.3. Basis for Classification of Hotel Establishments
20.7.4. First Group: Hotels
20.7.5. Second Group: Apartment Hotels
20.7.6. Third Group: Guesthouses
20.7.7. Hotel Specializations
20.7.8. The Director's Requirements

20.8. The Subjects of Tourism Tourist Accommodations (II): Extra-Hotel Establishments
20.8.1. Tourist Apartments
20.8.2. Tourism Camps
20.8.3. Rural Lodgings

20.9. The Limiting Administrative Activity in Tourism: Tourist Inspection
20.9.1. Administrative Control of Tourism
20.9.2. Basis and Nature of the Tourism Inspection Power
20.9.3. The Tourism Inspector
20.9.4. Inspection Plans and Instruments

20.10. Tourism Contracts in Particular Regulation and Content
20.10.1. Tourist Contracts Generalities
20.10.2. Package Travel Contract
20.10.3. Contract for the Acquisition of Timeshare Rights of Real Estate for Tourist Use
20.10.4. Contract for Individual Services
20.10.5. Contingent Reserve Contract
20.10.6. Tourist Insurance Contract
20.10.7. Hosting Contract
20.10.8. Hotel Management Contract

An intensive educational journey to improve your skills in In Senior Management of Tourism Companies"

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%
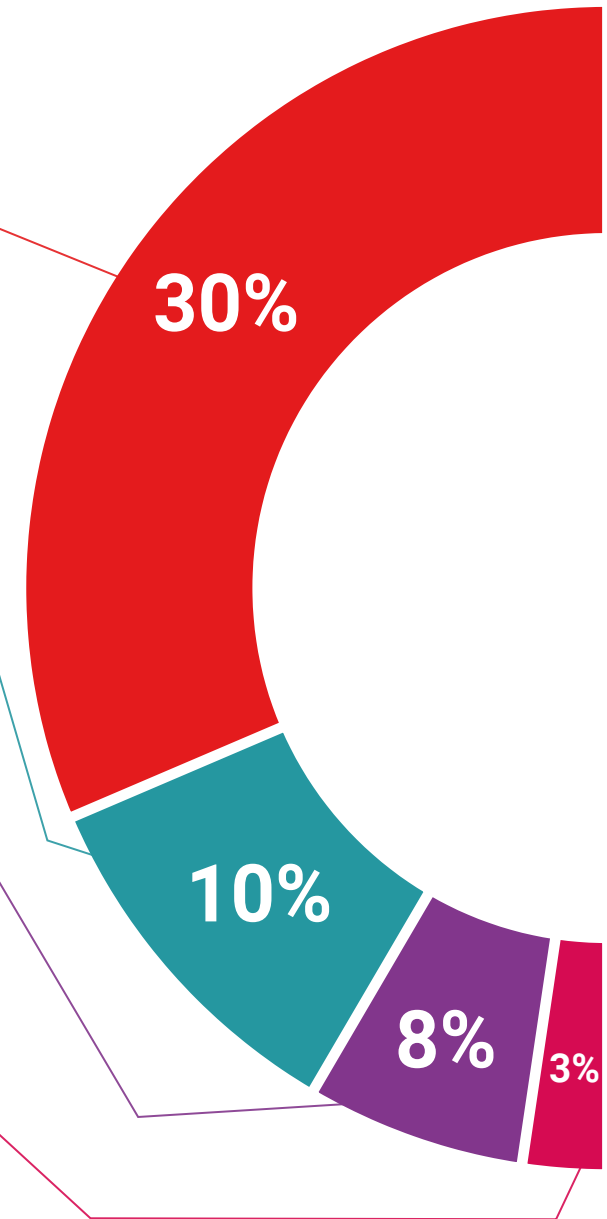
Case Studies

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 working life. In this particular case, they are professionals with previous knowledge in business management, who want to expand their scope of action to the tourism industry, and they will achieve this through a high quality syllabus.

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

Average Age

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

Years of Experience

More than 15 years **24%**

Up to 5 years **15%**

5 to 10 years **32%**

10-15 years **29%**

Training

Tourism **30%**

Administration **26%**

Business **24%**

Social Sciences **6%**

Other **14 %**

Academic Profile

Tourism Company Managers **30%**

Hotel Managers **21%**

Marketing Managers **15%**

Public Relations Managers **20%**

Other **14 %**
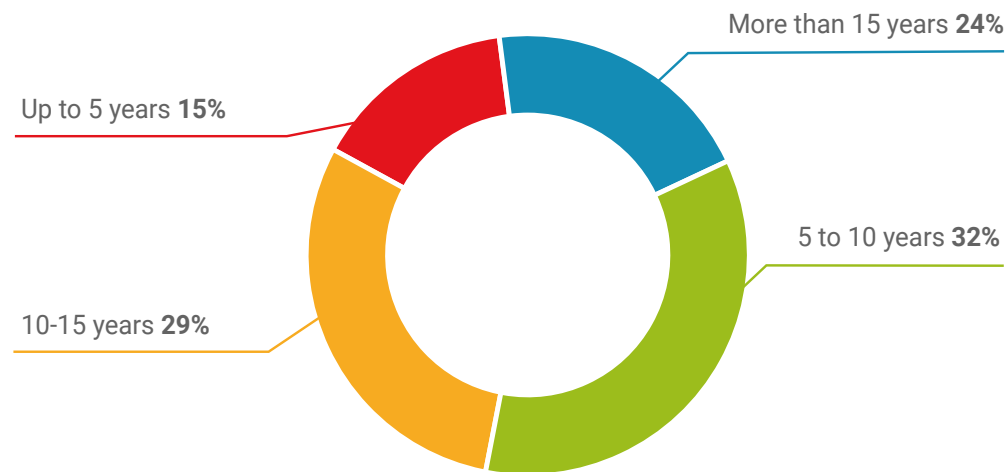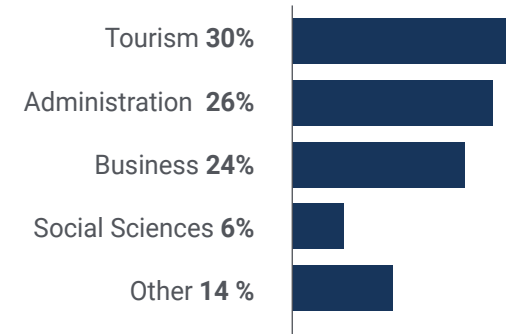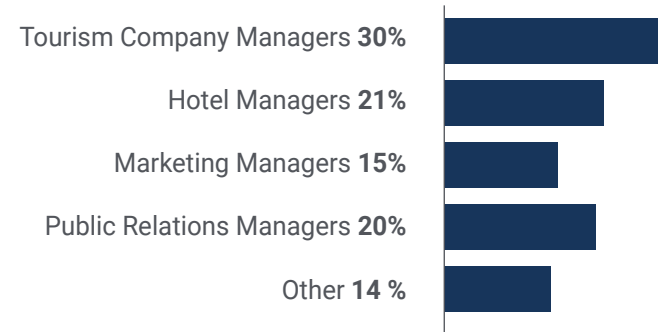
Geographical Distribution

U.S.A. **14%**	
Spain **36%**	
Mexico **20%**	
Colombia **6%**	
Argentina **9%**	
Chile **5%**	
Peru **4%**	
Other **6%**	
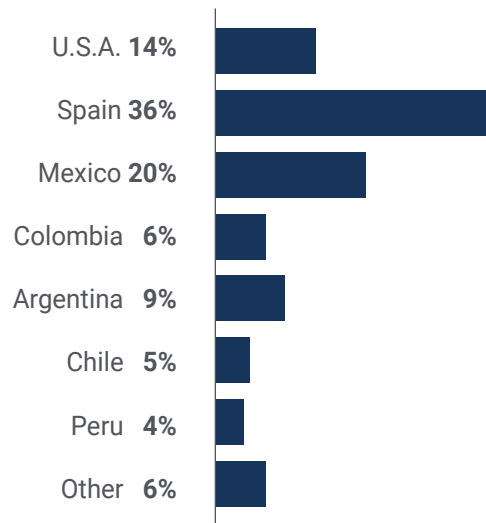
Lucas Rodríguez

Hotel Manager

"My experience in this program has been very positive. I especially emphasize the focus on sustainability and innovation, as it has marked my career and is something that I have immediately applied in my current job. It has certainly proved to be an inspiring journey, in which I have strengthened my self-confidence to face the challenges of tourism business management. I'm excited about my new future prospects!"

09

Course Management

The faculty members of this Advanced Master's Degree have been carefully selected for their practical experience and in-depth knowledge in the field of tourism. Their pedagogical approach goes beyond theory, incorporating real-world experiences, current case studies and emerging trends to provide students with a comprehensive and up-to-date understanding. In addition, their commitment to mentorship and individual development underscores a dedication to cultivating highly skilled and visionary leaders. In the classroom, these faculty members' passion for tourism translates into an inspiring learning environment, where innovation and excellence are the cornerstones.

"Under the guidance of this distinguished faculty, you will gain the inspiration and guidance necessary to excel in the dynamic world of senior management in tourism"

International Guest Director

With an extensive professional career, dedicated to the world of **Hospitality** and **Tourism**, Dr. Makarand Mody is considered a reference in the field of **management** and **coordination** of projects for this sector. As such, this business leader has distinguished himself internationally for his contributions in the field of **Collaborative Economy** and carries out various investigations on the **intersection of these services** with other areas such as **Health**.

This expert has been decorated on several occasions for his scientific merits, for example, he holds an official recognition from **International Society of Travel and Tourism Educators** (ISTTE). He has also worked in **hotels**, **airlines**, **agencies** and has conducted **market research** for different companies. His career has also linked him academically to the hotel industry in countries such as **India**, **the United Kingdom**, **Switzerland** and **the United States**. In this way, he has accumulated a comprehensive understanding of business and management based on the real world, but conceptually grounded.

In addition, this expert has published in the **main specialized journals** in this field such as the International Journal of Contemporary Hospitality Management, Tourism Management and Journal of Service Management, among others. At the same time, he is a regular guest at conferences, courses and specialized workshops analyzing current issues such as the impact of Airbnb on the travel and lodging infrastructure.

Likewise, this professor is **Program Chair** and **Director of Research** at the School of Hotel Administration at Boston University. From this position, the specialist drives efforts to create opportunities for collaboration with other entities and companies.

In addition, Makarand Mody holds a Doctorate from Purdue University and a Master's Degree from the University of Strathclyde in Scotland. He is a member of the International Hospitality Sales and Marketing Association and the International Council on Hotel, Restaurant and Institutional Education.

Dr. Mody, Makarand

- Director of Research at Boston University School of Hotel Administration, United USA
- Chairman of Undergraduate Programs at Boston University School of Hotel Administration, Boston, United States
- Director of Qualitative Market Research at IMRB International, Mumbai, India
- Quality Analyst at Kingfisher Airlines, Mumbai, India
- Training Officer at Hyatt Regency Mumbai, India
- Advisor to the Editorial Board of scientific journals such as the Journal of Hospitality & Tourism Research and Tourism Economics
- Doctorate in Hospitality and Tourism Management from Purdue University
- MBA in Human Resource Management for Tourism and Hospitality Management from the University of Strathclyde, Glasgow, Scotland

- Degree in Hospitality Management from Kohinoor-IMI School of Hotel Management, India and IMI University Center, Lucerne, Switzerland
- Member of: International Hospitality Sales and Marketing Association International Council on Hospitality, Restaurant and Institutional Education Center for Responsible Travel

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 **recruitment** and **technology strategy**. Throughout her career, she has held senior positions in several technology organizations within *Fortune* **50 companies** such as **NBCUniversal** and **Comcast**. Her track record has allowed her to excel in competitive, high-growth environments.

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

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

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

Ms. Dove, Jennifer

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

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.

Mr. Gauthier, Rick

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

"

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

International Guest Director

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

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

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

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

Mr. Arman, Romi

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

"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).

Mr. La Sala, Andrea

- Global Brand & Merchandising Director Armani Exchange at Giorgio Armani, Milan, Italy
- Merchandising Director at Calvin Klein
- Brand Manager at Gruppo Coin
- Brand Manager at Dolce&Gabbana
- Brand Manager at Sergio Tacchini S.p.A
- Market Analyst at Fastweb
- 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 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, Mr. 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
- Law Degree 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!"

10
Impact on Your Career

This TECH program is essential for business professionals who wish to turn their careers around, specializing in a complex and highly intense area such as tourism companies. An Advanced Master's Degree that includes the most relevant aspects in this area, and that will mark a plus of quality in the students' resume. Undoubtedly, this is the opportunity they were waiting for to improve their career.

" *Thanks to this program you will learn how to successfully manage tourism companies"*

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

The Advanced Master's Degree in Senior Management of Tourism 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.

A unique program that will make you more competitive in your professional career.

Get the job improvement you want thanks to the specialization that TECH offers you with this Grand Master.

Time of Change

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

Type of change

Internal Promotion **18%**

Change of Company **44%**

Entrepreneurship **38%**
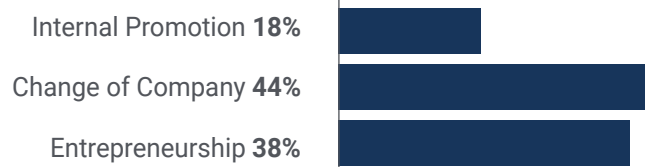
Salary increase

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**

11
Benefits for Your Company

This TECH program has been designed with the specialization needs of business professionals in the top management of tourism companies in mind, but also with what students 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 tourism companies in which you work with a new, more up-to-date and competitive management model"

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

01

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

02

Retaining high-potential executives to avoid talent drain
This program strengthens the link between the company and the professional and opens new avenues for professional growth within the company.

03

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

04

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

05

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

06

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

Certificate

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

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 diploma in Senior Management of Tourism 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 Tourism Companies**
Modality: **online**
Duration: **2 years**
Accreditation: **120 ECTS**

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

Advanced Master's Degree in Senior Management of Tourism 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

Unique TECH Code: AFWORD23S   techtitute.com/certificates

Advanced Master's Degree in Senior Management of Tourism Companies

General Structure of the Syllabus

Year	Subject	ECTS	Type	Year	Subject	ECTS	Type
1º	Leadership, Ethics and Social Responsibility in Companies	6	CO	1º	Cultural Heritage Management	6	CO
1º	Strategic Management and Executive Management	6	CO	1º	Fundamentals of Marketing	6	CO
1º	People and Talent Management	6	CO	1º	Structure of Tourism Markets	6	CO
1º	Economic and Financial Management	6	CO	1º	Interactive Tourism Advertising and Communication	6	CO
1º	Operations and Logistics Management	6	CO	1º	Quality Management and Innovation in Tourism	6	CO
1º	Information Systems Management	6	CO	1º	Consumer Behavior	6	CO
1º	Commercial Management, Strategic Marketing and Corporate Communications	6	CO	1º	Advertising and Public Relations	6	CO
1º	Market Research, Advertising and Commercial Management	6	CO	1º	Public Management of Tourist Destinations	6	CO
1º	Innovation and Project Management	6	CO	1º	Tourism Consulting and Research	6	CO
1º	Executive Management	6	CO	1º	Tourism Law and Legislation	6	CO

Dr. Pedro Navarro Illana
Dean

*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.

tech global university

Advanced Master's Degree
Senior Management of Tourism 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 Tourism Companies

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