

# Advanced Master's Degree Senior Management of Video Game Companies

A M D S M V G C



## Advanced Master's Degree Senior Management of Video Game Companies

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

Website: [www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-management-video-game-companies](http://www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-management-video-game-companies)

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# 01 Welcome

The role of Senior Management of Video Game Companies leads and shapes the strategic vision of the company in a dynamic and constantly evolving market. In fact, executive-level decision making involves the ability to influence the creative and business direction of the company, as well as to drive innovation and excellence in the video game industry. In addition, it provides direct access to key networks of contacts, allowing the establishment of strategic alliances and collaborations that enhance the growth and global expansion of the company. For this reason, TECH has designed this program, 100% online, based on Relearning, consisting of the repetition of key concepts for an optimal assimilation of the contents.



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



“

*You will participate in the formulation of long-term policies and strategies, contributing to sustained success and solid positioning in the highly competitive video game market”*

02

# Why Study at TECH?

TECH is the world's largest 100% online school of business. It is an elite school of business, 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

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

Teachers representing 20 different nationalities.



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



### Analysis

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



### Academic Excellence

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TECH offers students the best online learning methodology. The university combines the *Relearning* methodology (the most internationally recognized postgraduate learning methodology) with Harvard Business School case studies. A complex balance of traditional and state-of-the-art methods, within the most demanding academic framework.



### Economy of Scale

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

03

# Why Our Program?

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

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





“

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

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

**01**

### A Strong Boost to Your Career

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

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

**02**

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

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

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

**03**

### Consolidate the student's senior management skills

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

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

**04**

### You will take on new responsibilities

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

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

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

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

06

### Thoroughly develop business projects

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

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

07

### Improve soft skills and management skills

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

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

08

### You will be part of an exclusive community

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

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

# 04 Objectives

This university program will provide professionals with a comprehensive understanding of business management principles applied to the video game industry, from strategic planning to financial management and specialized Marketing. In addition, the development of leadership and decision-making skills will be fostered, enabling graduates to successfully lead multidisciplinary teams and navigate a highly competitive and constantly evolving business environment. Students will also acquire the capacity for innovation and adaptability to new technologies and market trends, preparing them to lead with vision and creativity.



“

*You will acquire specialized knowledge in project management, strategic decision making, Marketing and finance applied to the video game industry”*

**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 Video Game Companies** enables students to:

01

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

04

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

02

Develop the key leadership skills that should define working professionals



03

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

05

Differentiate the skills required to manage business activities strategically



06

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

08

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

09

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

07

Design innovative strategies and policies to improve management and business efficiency

10

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



11

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

12

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

13

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

14

Address workload distribution mechanisms of shared resources among several projects

15

Create innovative strategies in line with different projects



16

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

18

Operate and manage projects.



19

Generate business strategies for the industry

17

Develop a plan for the creation of companies oriented to the video game market

20

Possess in-depth knowledge of the sector in order to design realistic projects based on the current business situation

21

Recognize the emerging technologies and innovations in the industry as a business opportunity

22

Master the functional areas of businesses within the video game sector

23

Carry out marketing and sales strategies with high productivity potential





24

Develop optimal and desirable managerial skills

25

Gain in-depth knowledge of the positive impact of appropriate project management and in team leadership

26

Develop high commercial competencies in the main processes that allow you to increase sales capacity and business possibilities

# 05 Skills

This program will develop competencies in strategic management, enabling professionals to design and execute plans that drive the growth and competitiveness of companies in a constantly evolving market. Graduates will also acquire advanced skills in multidisciplinary team management, facilitating effective collaboration between creative, technical and business professionals. In addition, the mastery of tools and techniques for analyzing data and market trends will enable them to make informed decisions and anticipate opportunities and challenges in the video game industry.





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*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

02

Apply Lean management methodologies

03

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

04

Exercise economic and financial control of a company

05

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





06

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

08

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

09

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

07

Delve into the new business models associated with information systems

10

Develop and lead marketing plans



11

Focus on innovation in all processes and areas of the company

12

Develop business strategies oriented toward digital and video game companies

13

Master the management areas of digital and video game businesses

14

Learn in-depth how to design video game projects

15

Understand in detail the ecosystem of the video game industry



16

Learn in detail the technologies at the disposal of video games, from a business point of view

18

Understand in detail the main aspects for the creation of video game businesses



19

Acquire high standards on emerging technologies and innovation in the video game industry

17

Analyze the financial and economic management of a video game business

20

Acquire the most complex skills and competencies to lead business models and products from the field of video games

21

Immerse yourself in the strategic scope of digital and video game companies

24

Substantiate the objectives and functions of strategic management in digital and video game companies

22

Analyze aspects such as the strategic process and the need to analyze the different variables required for a strategic formulation



23

Know the study tools for the analysis of the video game sector, the competitive position and the economic environment

25

Consider the elements that make up the structure of the sector and the particular value chain

26

Review the elements of the video game value chain

28

Evaluate professional profiles in the video game industry and professional eSports clubs



27

Add value in aspects such as e-commerce

29

Develop the design of a digital Marketing plan

30

Emphasize traffic and audience acquisition disciplines for the distribution of commercial messages

06

# Structure and Content

This Advanced Master's Degree will address a wide range of contents, designed to provide graduates with a comprehensive understanding of the video game industry and the necessary competencies to lead in it. Therefore, the program will cover fundamental aspects such as strategic management in the specific context of video games, including market analysis, business planning and development of competitive strategies. In addition, topics related to project management in the video game development life cycle, management of creative and technical teams, as well as project financing and monetization will be analyzed.



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*You will address innovation management and adaptation to emerging technological trends, thanks to an extensive library with the most innovative multimedia resources”*

## Syllabus

The Advanced Master's Degree in Senior Management of Video Game Companies at TECH Global University is an intensive program that prepares students to face challenges and business decisions internationally. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

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

This program deals in depth with the main foundation of the top management of finances 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 video games and 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:

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



<b>Module 11</b>	Strategy in Digital and Video Games Businesses
<b>Module 12</b>	Video Games Business Management
<b>Module 13</b>	Digital Marketing and Digital Transformation of Video Games
<b>Module 14</b>	Video Games Business Creation
<b>Module 15</b>	Cooperation Project
<b>Module 16</b>	Innovation
<b>Module 17</b>	Financial Management
<b>Module 18</b>	Commercial Management
<b>Module 19</b>	eSports Management
<b>Module 20</b>	Leadership and Talent Management

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

TECH offers the possibility of developing this Advanced Master's Degree in Senior Management of Video Game 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 Corporate Governance**

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

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

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

**2.2. Corporate Strategy**

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

**2.3. Strategic Planning and Strategy Formulation**

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

**2.4. Strategic Thinking**

- 2.4.1. The Company as a System
- 2.4.2. Organization Concept

**2.5. Financial Diagnosis**

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

**2.6. Planning and Strategy**

- 2.6.1. The Plan from a Strategy
- 2.6.2. Strategic Positioning
- 2.6.3. Strategy in Companies

**2.7. Strategy Models and Patterns**

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

**2.8. Competitive Strategy**

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

**2.9. Strategic Management**

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

**2.10. Strategy Implementation**

- 2.10.1. Indicator Systems and Process Approach
- 2.10.2. Strategic Map
- 2.10.3. Strategic Alignment

**2.11. Executive Management**

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

**2.12. Strategic Communication**

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

**Module 3. People and Talent Management**

**3.1. Organizational Behavior**

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

**3.2. People in Organizations**

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

**3.3. Strategic People Management**

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

**3.4. Evolution of Resources An Integrated Vision**

- 3.4.1. The Importance of HR
- 3.4.2. A New Environment for People Management and Leadership
- 3.4.3. Strategic HR Management

**3.5. Selection, Group Dynamics and HR Recruitment**

- 3.5.1. Approach to Recruitment and Selection
- 3.5.2. Recruitment.
- 3.5.3. The Selection Process

**3.6. Human Resources Management by Competencies**

- 3.6.1. Analysis of the Potential
- 3.6.2. Remuneration Policy
- 3.6.3. Career/Succession Planning

**3.7. Performance Evaluation and Compliance Management**

- 3.7.1. Performance Management
- 3.7.2. Performance Management: Objectives and Process

**3.8. Training Management**

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

**3.9. Talent Management**

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

**3.10. Innovation in Talent and People Management**

- 3.10.1. Strategic Talent Management Models
- 3.10.2. Identification, Training and Development of Talent
- 3.10.3. Loyalty and Retention
- 3.10.4. Proactivity and Innovation

**3.11. Motivation**

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

**3.12. Employer Branding**

- 3.12.1. Employer Branding in HR
- 3.12.2. Personal Branding for HR Professionals

**3.13. Developing High Performance Teams**

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

**3.14. Management Skills Development**

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

**3.15. Time Management**

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

**3.16. Change Management**

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

<b>3.17. Negotiation and Conflict Management</b> 3.17.1. Negotiation 3.17.2. Conflict Management 3.17.3. Crisis Management	<b>3.18. Executive Communication</b> 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 Director	<b>3.19. Human Resources Management and PRL Teams</b> 3.19.1. Management of Human Resources and Teams 3.19.2. Prevention of Occupational Hazards	<b>3.20. Productivity, Attraction, Retention and Activation of Talent</b> 3.20.1. Productivity 3.20.2. Talent Attraction and Retention Levers
<b>3.21. Monetary Compensation Vs. Non-Cash</b> 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	<b>3.22. Innovation in Talent and People Management II</b> 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	<b>3.23. Knowledge and Talent Management</b> 3.23.1. Knowledge and Talent Management 3.23.2. Knowledge Management Implementation	<b>3.24. Transforming Human Resources in the Digital Era</b> 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

<b>4.1. Economic Environment</b> 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	<b>4.2. Company Financing</b> 4.2.1. Sources of Financing 4.2.2. Types of Financing Costs	<b>4.3. Executive Accounting</b> 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	<b>4.4. From General Accounting to Cost Accounting</b> 4.4.1. Elements of Cost Calculation 4.4.2. Expenses in General Accounting and Cost Accounting 4.4.3. Costs Classification
<b>4.5. Information Systems and Business Intelligence</b> 4.5.1. Fundamentals and Classification 4.5.2. Cost Allocation Phases and Methods 4.5.3. Choice of Cost Center and Impact	<b>4.6. Budget and Management Control</b> 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	<b>4.7. Treasury Management</b> 4.7.1. Accounting Working Capital and Necessary Working Capital 4.7.2. Calculation of Operating Requirements of Funds 4.7.3. Credit Management	<b>4.8. Corporate Tax Responsibility</b> 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 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

<p><b>5.9. Supply Chain Management</b></p> <ul style="list-style-type: none"> <li>5.9.1. The Concept of Management of the Supply Chain (SCM)</li> <li>5.9.2. Supply Chain Costs and Efficiency</li> <li>5.9.3. Demand Patterns</li> <li>5.9.4. Operations Strategy and Change</li> </ul>	<p><b>5.10. Interactions Between the SCM and All Other Departments</b></p> <ul style="list-style-type: none"> <li>5.10.1. Interaction of the Supply Chain</li> <li>5.10.2. Interaction of the Supply Chain Integration by Parts</li> <li>5.10.3. Supply Chain Integration Problems</li> <li>5.10.4. Supply Chain</li> </ul>	<p><b>5.11. Logistics Costs</b></p> <ul style="list-style-type: none"> <li>5.11.1. Logistics Costs</li> <li>5.11.2. Problems with Logistics Costs</li> <li>5.11.3. Optimizing Logistic Costs</li> </ul>	<p><b>5.12. Profitability and Efficiency of Logistics Chains: KPIS</b></p> <ul style="list-style-type: none"> <li>5.12.1. Logistics Chain</li> <li>5.12.2. Profitability and Efficiency of the Logistics Chain</li> <li>5.12.3. Indicators of Profitability and Efficiency of the Supply Chain</li> </ul>
<p><b>5.13. Process Management</b></p> <ul style="list-style-type: none"> <li>5.13.1. Process Management</li> <li>5.13.2. Process-Based Approach: Process Mapping</li> <li>5.13.3. Improvements in Process Management</li> </ul>	<p><b>5.14. Distribution and Transportation and Logistics</b></p> <ul style="list-style-type: none"> <li>5.14.1. Distribution in the Supply Chain</li> <li>5.14.2. Transportation Logistics</li> <li>5.14.3. Geographic Information Systems as a Support to Logistics</li> </ul>	<p><b>5.15. Logistics and Customers</b></p> <ul style="list-style-type: none"> <li>5.15.1. Demand Analysis</li> <li>5.15.2. Demand and Sales Forecast</li> <li>5.15.3. Sales and Operations Planning</li> <li>5.15.4. Participatory Planning, Forecasting and Replenishment Planning (CPFR)</li> </ul>	<p><b>5.16. International Logistics</b></p> <ul style="list-style-type: none"> <li>5.16.1. Export and Import Processes</li> <li>5.16.2. Customs</li> <li>5.16.3. Methods and Means of International Payment</li> <li>5.16.4. International Logistics Platforms</li> </ul>
<p><b>5.17. Outsourcing of Operations</b></p> <ul style="list-style-type: none"> <li>5.17.1. Operations Management and Outsourcing</li> <li>5.17.2. Outsourcing Implementation in Logistics Environments</li> </ul>	<p><b>5.18. Competitiveness in Operations</b></p> <ul style="list-style-type: none"> <li>5.18.1. Operations Management</li> <li>5.18.2. Operational Competitiveness</li> <li>5.18.3. Operations Strategy and Competitive Advantages</li> </ul>	<p><b>5.19. Quality Management</b></p> <ul style="list-style-type: none"> <li>5.19.1. Internal and External Customers</li> <li>5.19.2. Quality Costs</li> <li>5.19.3. Ongoing Improvement and the Deming Philosophy</li> </ul>	

**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 and Tableau
- 6.10.3. SAP BI, SAS BI and Qlikview
- 6.10.4. Prometheus

**6.11. BI Project Planning and Management**

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

**6.12. Corporate Management Applications**

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

**6.13. Digital Transformation**

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

**6.14. Technology and Trends**

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

**6.15. IT Outsourcing**

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



**Module 7. Commercial Management, Strategic Marketing and Corporate Communication****7.1. Commercial Management**

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

**7.2. Marketing**

- 7.2.1. The Concept of Marketing
- 7.2.2. 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. Elements of Communication
- 7.13.6. Communication Problems
- 7.13.7. Communication Scenarios

**7.14. Corporate Communication Strategy**

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

**7.15. Digital Communication and Reputation**

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

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

**8.1. Market Research**

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

**8.2. Quantitative Research Methods and Techniques**

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

**8.3. Qualitative Research Methods and Techniques**

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

**8.4. Market Segmentation**

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

**8.5. Research Project Management**

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

**8.6. International Market Research**

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

**8.7. Feasibility Studies**

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

**8.8. Publicity**

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

**8.9. Developing the Marketing Plan**

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

**8.10. Promotion and Merchandising Strategies**

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

**8.11. Media Planning**

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

**8.12. Fundamentals of Commercial Management**

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

**8.13. Commercial Negotiation**

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

**8.14. Decision-Making in Commercial Management**

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

**8.15. Leadership and Management of the Sales Network**

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

**8.16. Implementing the Commercial Function**

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

**8.17. Key Account Management**

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

**8.18. Financial and Budgetary Management**

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

**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. Strategy in Digital and Video Games Businesses**
**11.1. Digital and Video Games Businesses**

- 11.1.1. Components of Strategy
- 11.1.2. Digital Ecosystem and Video Games
- 11.1.3. Strategic Positioning

**11.2. The Strategic Process**

- 11.2.1. Strategic Analysis
- 11.2.2. Selection of Alternative Strategies
- 11.2.3. Strategy Implementation

**11.3. Strategic Analysis**

- 11.3.1. Internal
- 11.3.2. External
- 11.3.3. SWOT and CAME Matrix

**11.4. Sectorial Analysis of Videogames**

- 11.4.1. M. Porter's 5 Forces Model
- 11.4.2. PESTEL Analysis
- 11.4.3. Sectorial Segmentation

**11.5. Competitive Position Analysis**

- 11.5.1. Create and Monetize a Strategic Value
- 11.5.2. Niche Search vs. Market Segmentation
- 11.5.3. Sustainability of Competitive Positioning

**11.6. Economic Environment Analysis**

- 11.6.1. Globalization and Internationalization
- 11.6.2. Investment and Savings
- 11.6.3. Production, Productivity and Employment Indicators

**11.7. Strategic Management**

- 11.7.1. A Framework for Strategy Analysis
- 11.7.2. Analysis of the Sectoral Environment, Resources and Capabilities
- 11.7.3. Putting the Strategy into Practice

**11.8. Strategy Formulation**

- 11.8.1. Corporate Strategies
- 11.8.2. Generic Strategies
- 11.8.3. Client Strategies

**11.9. Strategy Implementation**

- 11.9.1. Strategic Planning
- 11.9.2. Communication and Organizational Participation Scheme
- 11.9.3. Change Management

**11.10. The New Strategic Businesses**

- 11.10.1. Blue Oceans
- 11.10.2. Exhaustion of the Incremental Improvement in the Value Curve
- 11.10.3. Zero Marginal Cost Businesses

**Module 12. Video Games Business Management**
**12.1. Industry and Value Chain**

- 12.1.1. Value in the Training Sector
- 12.1.2. Elements of the Value Chain
- 12.1.3. Relationship between Each of the Elements in the Value Chain

**12.2. Video Game Developers**

- 12.2.1. Conceptual Proposals
- 12.2.2. Creative Design and Video Game Storylines
- 12.2.3. Technology Applied to Video Game Development

**12.3. Console Manufacturing**

- 12.3.1. Components
- 12.3.2. Types and Manufacturers
- 12.3.3. Console Generation

**12.4. Publishers**

- 12.4.1. Selection
- 12.4.2. Development Management
- 12.4.3. Product and Service Creation

**12.5. Distributors**

- 12.5.1. Agreements With Distributors
- 12.5.2. Distribution Models
- 12.5.3. Distribution Logistics

**12.6. Retailers**

- 12.6.1. Retailers
- 12.6.2. Orientation and Link With the Consumer
- 12.6.3. Assessment Services

**12.7. Accessories Manufacturers**

- 12.7.1. Gaming Accessories
- 12.7.2. Market

**12.8. Middleware Developers**

- 12.8.1. Middleware in the Video Game Industry
- 12.8.2. Middleware Development
- 12.8.3. Middleware Typology

**12.9. Professional Profiles of the Video Game Industry**

- 12.9.1. Game Designers and Programmers
- 12.9.2. Modelers and Texturizers
- 12.9.3. Animators and Illustrators

**12.10. Professional eSports Clubs**

- 12.10.1. Administrative Department
- 12.10.2. Sports Department
- 12.10.3. Communication Department

**Module 13. Digital Marketing and Digital Transformation of Video Games**

**13.1. Digital Marketing Strategy**

- 13.1.1. Customer Centric
- 13.1.2. Customer Journey and Marketing Funnel
- 13.1.3. Designing and Creating a Digital Marketing Plan

**13.2. Digital Assets**

- 13.2.1. Architecture and Web Design
- 13.2.2. User Experience- CX
- 13.2.3. Mobile Marketing

**13.3. Digital Media**

- 13.3.1. Strategy and Planning Media
- 13.3.2. Display and Advertising Graphics
- 13.3.3. Digital TV

**13.4. Search**

- 13.4.1. Development and Application of a Search Strategy
- 13.4.2. SEO
- 13.4.3. SEM

**13.5. Social Media**

- 13.5.1. Design, Planning and Analytics in a Social Media Strategy
- 13.5.2. Marketing Techniques on Horizontal Social Media
- 13.5.3. Marketing Techniques on Vertical Social Media

**13.6. Inbound Marketing**

- 13.6.1. Inbound Marketing Funnel
- 13.6.2. Content Marketing Generation
- 13.6.3. Leads Acquisition and Management

**13.7. Account Based Marketing**

- 13.7.1. B2B Marketing Strategy
- 13.7.2. Decision Maker and Contact Map
- 13.7.3. Account Based Marketing Plan

**13.8. Email Marketing and Landing Pages**

- 13.8.1. Email Marketing Characteristics
- 13.8.2. Creativity and Landing Pages
- 13.8.3. Email Marketing Campaigns and Actions

**13.9. Automization of Marketing**

- 13.9.1. Marketing Automation
- 13.9.2. Big Data and AI Applied to Marketing
- 13.9.3. Main Solutions of Marketing Automation

**13.10. Metrics, KPIs and ROI**

- 13.10.1. Key Metrics and KPIs for Digital Marketing
- 13.10.2. Solutions and Measuring Tools
- 13.10.3. ROI Calculation and Tracking

**Module 14. Video Games Business Creation**

**14.1. Entrepreneurship**

- 14.1.1. Entrepreneurial Strategy
- 14.1.2. Entrepreneurship Projects
- 14.1.3. Agile Methodologies in Entrepreneurship

**14.2. Technological Innovations in Video Games**

- 14.2.1. Console and Peripheral Innovations
- 14.2.2. Innovation in Motion Capture and Live Dealer
- 14.2.3. Innovation in Graphics and Software

**14.3. The Business Plan**

- 14.3.1. Segments and Value Proposition
- 14.3.2. Processes, Resources and Key Alliances
- 14.3.3. Customer Relations and Interaction Channels

**14.4. Investments**

- 14.4.1. Investments in the Video Game Industry
- 14.4.2. Critical Aspects to Capture Investments
- 14.4.3. Financing Startups

**14.5. Finances**

- 14.5.1. Revenues and Efficiencies
- 14.5.2. Operative Costs and Capital
- 14.5.3. Income Statement and Balance Sheet

**14.6. Video Game Production**

- 14.6.1. Production Simulation Tools
- 14.6.2. Planned Production Management
- 14.6.3. Production Control Management

**14.7. Operations Management**

- 14.7.1. Design, Localization and Maintenance
- 14.7.2. Quality Management
- 14.7.3. Inventory and Supply Chain Management

**14.8. New Online Distribution Models**

- 14.8.1. Online Logistics Models
- 14.8.2. Direct Online Delivery and SaaS
- 14.8.3. Dropshipping

**14.9. Sustainability**

- 14.9.1. Creation of Sustainable Value
- 14.9.2. ESG (Environmental, Social and Governance)
- 14.9.3. Sustainability in Strategy

**14.10. Legal Aspects**

- 14.10.1. Industrial Property
- 14.10.2. RGDP

## Module 15. Cooperation Project

### 15.1. Video Game Project Life Cycle

- 15.1.1. Conceptual and Preproduction Phase
- 15.1.2. Production Phase and Final Phases
- 15.1.3. Post-Production Phase

### 15.2. Video Game Projects

- 15.2.1. Genre
- 15.2.2. Serious Games
- 15.2.3. Subgenre and New Genres

### 15.3. Video Game Project Architecture

- 15.3.1. Internal Architecture
- 15.3.2. Relationship Between Elements
- 15.3.3. Holistic Vision of Video Games

### 15.4. Video Games

- 15.4.1. Recreational Aspects in Video Games
- 15.4.2. Video Game Design
- 15.4.3. Gamification

### 15.5. Video Game Technology

- 15.5.1. Internal Elements
- 15.5.2. Video Game Engines
- 15.5.3. Influence of Technology and Marketing on Design

### 15.6. Project Conception, Launch and Execution

- 15.6.1. Early Development
- 15.6.2. Phases of Video Game Development
- 15.6.3. Involvement of the Consumer in the Development

### 15.7. Video Game Project Management

- 15.7.1. Development Teams and Publishers
- 15.7.2. Operations Teams
- 15.7.3. Sales and Marketing Teams

### 15.8. Manual for the Development of Video Games

- 15.8.1. Video Game Design and Technology Handbook
- 15.8.2. Video Game Development Handbook
- 15.8.3. Requirements Manual and Technical Specifications

### 15.9. Video Game Publishing and Marketing

- 15.9.1. Preparation for Video Game Kick Off
- 15.9.2. Digital Communication Channels
- 15.9.3. Delivery, Progress and Success Monitoring

### 15.10. Agile Methodologies Applicable to Video Game Projects

- 15.10.1. Design and Visual Thinking
- 15.10.2. Lean Start-Up
- 15.10.3. Scrum Development and Sales

## Module 16. Innovation

### 16.1. Innovation and Strategy

- 16.1.1. Innovation in Video Games
- 16.1.2. Innovation Management in Video Games
- 16.1.3. Innovation Models

### 16.2. Innovative Talent

- 16.2.1. Implementing an Innovation Culture in Organizations
- 16.2.2. Talent
- 16.2.3. Innovation Culture Map

### 16.3. Talent Management in Digital Economy

- 16.3.1. Talent Life Cycle
- 16.3.2. Uptake - Generational Constraints
- 16.3.3. Retention: Engagement, Loyalty, Evangelists

### 16.4. Business Models in Video Game Innovation

- 16.4.1. Innovation in Business Models
- 16.4.2. Innovation Tools in Business
- 16.4.3. Business Model Navigator

### 16.5. Innovation Project Management

- 16.5.1. Customers and Innovation Processes
- 16.5.2. Value Proposition Design
- 16.5.3. Exponential Organizations

### 16.6. Agile Methodologies in Innovation

- 16.6.1. Design Thinking and Lean Startup Methodologies
- 16.6.2. Agile Project Management Models: Kanban and Scrum
- 16.6.3. Lean Canvas

### 16.7. Innovation Validation Management

- 16.7.1. Prototyping (PMV)
- 16.7.2. Customer Validation
- 16.7.3. Pivot or Persevere

### 16.8. Process Innovation

- 16.8.1. Process Innovation Opportunities
- 16.8.2. Time-to-Market, Reduction of Non-Value Tasks and Defect Elimination
- 16.8.3. Methodological Tools for Process Innovation

### 16.9. Disruptive Technologies

- 16.9.1. Hybrid Physical-Digital Technologies
- 16.9.2. Technologies Used in Communication and Data Handling
- 16.9.3. Application Technologies in Management

### 16.10. Return on Investment in Innovation

- 16.10.1. Data Monetization Strategies and Innovation Assets
- 16.10.2. The ROI of Innovation General Focus
- 16.10.3. Funnels

**Module 17. Financial Management**

**17.1. Accounting**

- 17.1.1. Accounting
- 17.1.2. Annual Accounts and Other Reports
- 17.1.3. Tangible Fixed Assets, Real Estate Investments and Intangible Assets

**17.2. Financial Management**

- 17.2.1. Financial Instruments
- 17.2.2. Corporate Finance and Financial Management
- 17.2.3. Finance for Entrepreneurs

**17.3 Financial Statement Analysis**

- 17.3.1. Financial Statement Analysis
- 17.3.2. Liquidity and Solvency Analysis
- 17.3.3. Treasury Management

**17.4. Financial Transactions**

- 17.4.1. Financial Transactions
- 17.4.2. Investment Management
- 17.4.3. Investment Selection Criteria

**17.5. Financial System**

- 17.5.1. Financial System
- 17.5.2. Structure and Functioning of the Financial System
- 17.5.3. Value Market

**17.6. Management Control**

- 17.6.1. Management Control
- 17.6.2. Responsibility Centers
- 17.6.3. Cost Systems

**17.7. Budget Control**

- 17.7.1. Budget Process
- 17.7.2. Budget Management and Organization
- 17.7.3. Budget Control

**17.8. Treasury Management**

- 17.8.1. Cash Management and Treasury Budget
- 17.8.2. Collecting Trade Receivables
- 17.8.3. Commercial Transaction Payments

**17.9. Business Financing**

- 17.9.1. Advantages, Disadvantages and Implications of Debt
- 17.9.2. Choosing a Company Capital Structure
- 17.9.3. Changes to Capital Structure

**17.10. Valuation of Companies**

- 17.10.1. Accounting Methods and Business Value
- 17.10.2. Assets and Debt
- 17.10.3. Business Valuation Diagnosis and Investor Presentation

**Module 18. Commercial Management**

**18.1. Commercial Organization Models**

- 18.1.1. Commercial Department
- 18.1.2. Commercial Department Tools
- 18.1.3. Sales Force

**18.2. Commercial Objectives**

- 18.2.1. Commercial Planning
- 18.2.2. Forecasts and Budgets
- 18.2.3. Commercial Budgets

**18.3. Commercial Forecast**

- 18.3.1. Commercial Department Cost Effectiveness
- 18.3.2. Sales Projections
- 18.3.3. Controlling Commercial Activity

**18.4. New Relationship Models**

- 18.4.1. Commercialization in New Business Models
- 18.4.2. Personalization as the Main Driver of Customer Relations
- 18.4.3. Developing Customer Experiences

**18.5. Consultative Selling**

- 18.5.1. Sales Psychology
- 18.5.2. Persuasive Communication
- 18.5.3. Sales Methods Introduction and Evolution

**18.6. Sales Methods**

- 18.6.1. Retail or B2C Sales
- 18.6.2. B2B External Sales
- 18.6.3. Online Sales

**18.7. Digital Social Selling**

- 18.7.1. Social Selling
- 18.7.2. Social Attitude: Networking
- 18.7.3. Process of Attracting a New Customers Using Social Media

**18.8. Digital Sales Methodologies**

- 18.8.1. Main Agile Methodologies in Digital Sales
- 18.8.2. Scrum Sales, Neat Selling, Snap Selling, Spin Selling, etc.
- 18.8.3. Inbound Sales, B2B and Account Based Marketing

**18.9. Marketing Support in the Commercial Department**

- 18.9.1. Marketing Management
- 18.9.2. The Value of Digital Marketing (B2C/B2B)
- 18.9.3. Marketing Mix Management in Commercial Departments

**18.10. Organization and Planning of the Salesperson's Work**

- 18.10.1. Sales Zones and Routes
- 18.10.2. Time Management and Management Meetings
- 18.10.3. Analysis and Decision Making



**Module 19. E-Sports Management****19.1. eSports Industry**

- 19.1.1. eSports
- 19.1.2. eSports Industry Actors
- 19.1.3. The eSports Business Model and Marketplace

**19.2. eSports Club Management**

- 19.2.1. Importance of eSports Clubs
- 19.2.2. Creation of Clubs
- 19.2.3. eSports Club Management and Administration

**19.3. eGamers Relationship**

- 19.3.1. The Role of the Player
- 19.3.2. Player's Skills and Competencies
- 19.3.3. Players as Ambassadors of the Brand

**19.4. Competitions and Events**

- 19.4.1. Delivery in eSports: Competitions and Events
- 19.4.2. Event and Championship Management
- 19.4.3. Main Local, Regional, National and Global Championships

**19.5. Sponsorship Management in eSports**

- 19.5.1. Sponsorship Management in eSports
- 19.5.2. Types of Sponsorships in eSports
- 19.5.3. Sponsorship Agreement in eSports

**19.6. Advertising Management in eSports**

- 19.6.1. Advergaming: New Advertising Format
- 19.6.2. Branded Content in eSports
- 19.6.3. eSports as a Communicative Strategy

**19.7. eSports Marketing Management**

- 19.7.1. Owned Media Management
- 19.7.2. Paid Media Management
- 19.7.3. Special Focus in Social Media

**19.8. Influencer Marketing**

- 19.8.1. Marketing Influencer
- 19.8.2. Audience Management and its Impact on eSports
- 19.8.3. Business Models in Influencer Marketing

**19.9. Merchant**

- 19.9.1. Sale of Services and Associated Products
- 19.9.2. Merchandising
- 19.9.3. E-Commerce and Market Places

**19.10. E-Sports Metrics and KPI**

- 19.10.1. Metrics
- 19.10.2. KPI of Progress and Success
- 19.10.3. Strategic Map for Objectives and Indicators

**Module 20. Leadership and Talent Management**

**20.1. Business, Organization and Human Resources**

- 20.1.1. Organization and Organizational Structure
- 20.1.2. Strategic Management
- 20.1.3. Work Analysis and Organization

**20.2. Company Human Resources Management**

- 20.2.1. Organization in Human Resources
- 20.2.2. Recruitment Channels
- 20.2.3. Professional Profiles in the Video Game Industry

**20.3. Personal and Professional Leadership**

- 20.3.1. Leaders and Leadership Processes
- 20.3.2. The Authority of Communication
- 20.3.3. Negotiation With Success and Failure

**20.4. Knowledge and Talent Management**

- 20.4.1. Strategic Talent Management
- 20.4.2. Technology Applied to Human Resources Management
- 20.4.3. Innovation Models in Human Resources

**20.5. Knowledge Management as Key to Business Growth**

- 20.5.1. General Objectives in Knowledge Management
- 20.5.2. Structure of Knowledge Management Systems and Flows
- 20.5.3. Processes in Knowledge Management

**20.6. Coaching and Mentoring**

- 20.6.1. PNL
- 20.6.2. Coaching and Mentoring
- 20.6.3. Processes

**20.7. New Leadership Styles in VUCA Environments**

- 20.7.1. Individual Change Management
- 20.7.2. Organizational Change Management
- 20.7.3. Tools

**20.8. Diversity Management**

- 20.8.1. Incorporating New Generations into Leadership Roles
- 20.8.2. Female Leadership
- 20.8.3. Multicultural Management

**20.9. Coach Leader**

- 20.9.1. Coach Leadership Skills
- 20.9.2. Feedback and Feedforward
- 20.9.3. Recognition

**20.10. Adapting to New Technologies**

- 20.10.1. Attitudes
- 20.10.2. Knowledge
- 20.10.3. Security



“

*This 100% online Advanced Master's Degree will offer you a balanced combination of theoretical and practical knowledge, preparing you to face the future in this exciting and competitive industry”*

07

# Methodology

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

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





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

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

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

“

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



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



## A learning method that is different and innovative

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

“

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

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

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

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

## Relearning Methodology

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

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

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

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

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





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

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

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

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

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



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



### Study Material

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

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



### Classes

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

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



### Management Skills Exercises

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



### Additional Reading

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





### Case Studies

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



### Interactive Summaries

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

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



### Testing & Retesting

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



08

# Our Students' Profiles

Most of the students in this program are professionals passionate about the video game industry, with previous experience in related fields, such as video game development, business management, digital marketing or technology. In addition, they are creative, innovative and entrepreneurial-minded people, ready to face the challenges and opportunities presented by the video game market. In fact, many of them are looking to acquire specific managerial and strategic skills, to move up the career ladder or start their own projects within the industry.





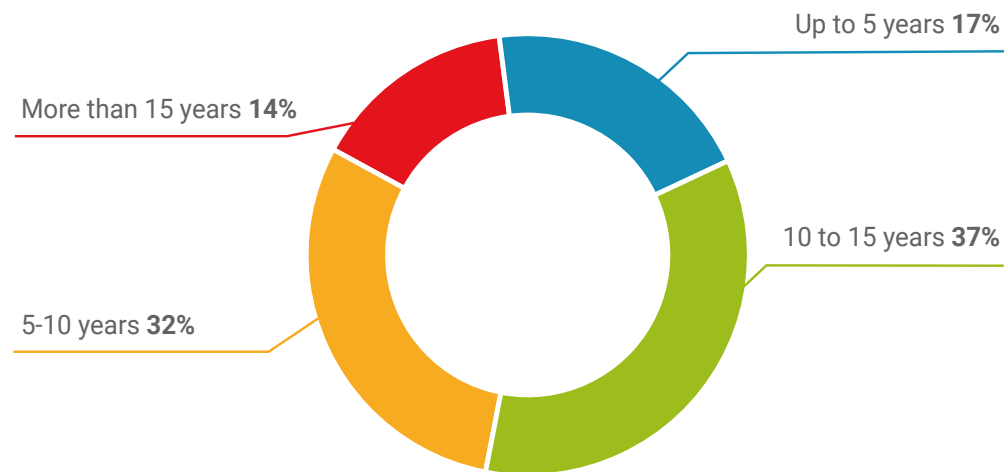
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*This program is aimed at people who are motivated and committed to success in a dynamic and highly competitive sector, such as the video game industry”*

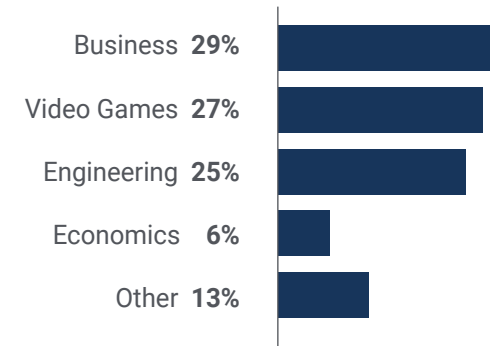
### Average Age

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

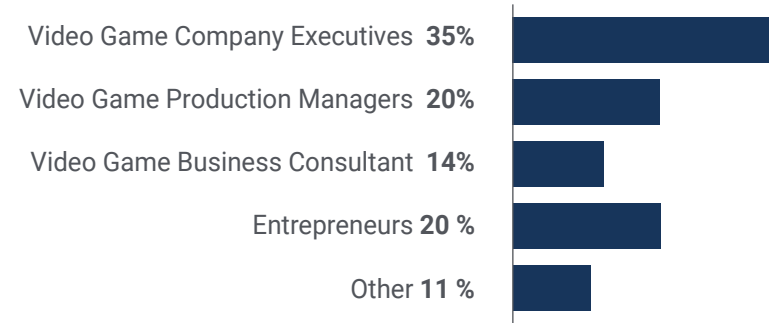
### Years of Experience



### Training

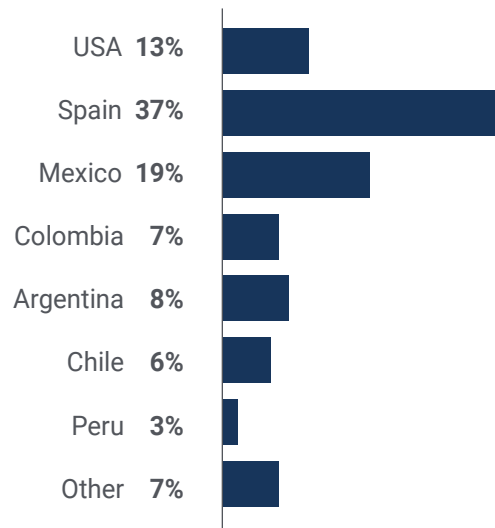


### Academic Profile



## Geographical Distribution

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## Marta Lopez

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### Video Game Developer

*"The Advanced Master's Degree in Senior Management of Video Game Companies was, without a doubt, the right choice for the development of my career. It was like being immersed in the world of video games 24 hours a day. From game design to team management to monetization, I have absorbed a lot of useful knowledge and brilliant strategies. I'm excited to apply everything I've learned to take our video game business to new heights"*

09

# Course Management

The faculty is composed of highly qualified and experienced experts in various key aspects of the industry. These professionals possess in-depth theoretical and practical knowledge in areas such as business management, business strategy and video game technology, and have extensive experience in executive and leadership roles in leading companies in the industry. Their practical experience allows them to offer graduates a realistic and practical view of the challenges and opportunities of video game companies today.







“

*The faculty will be the key to providing you with a high quality education, preparing you to lead successfully in an increasingly competitive industry”*

## International Guest Director

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

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

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of **Human Resources** professionals and contributing to the onboarding of numerous employees at different companies. After earning her bachelor's degree in **Organizational Communication** from the University of Miami, she is now a graduate of the University of Miami.

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



## Ms. Dove, Jennifer

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

“

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

## International Guest Director

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

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

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



## D. Gauthier, Rick

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

“

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

## International Guest Director

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

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

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

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



## Mr. Arman, Romi

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

“

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

## International Guest Director

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

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

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

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





## Mr. Arens, Manuel

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

“

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

## International Guest Director

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

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

As Global Brand and Merchandising Director at Giorgio Armani, he has overseen a variety of Marketing strategies for apparel and accesories. His tactics have also focused on the retail environment and consumer needs and behavior. In this

La Sala has also been responsible for shaping the commercialization of products in different markets, acting as team leader in the Design, Communication and Sales departments..

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

He has also been in charge of the terms, costs, processes and delivery times of different operations.

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



## Ms. La Sala, Andrea

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

“

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

## International Guest Director

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

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

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

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



## Mr. Gram, Mick

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

“

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

## International Guest Director

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

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

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

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



## Mr. Stevenson, Scott

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

“

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

## International Guest Director

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

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

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

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





## Mr. Nyquist, Eric

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



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

## Management



### Mr. Sánchez Mateos, Daniel

- ♦ Director of Operations and Business Development & R&D at Gamera Nest
- ♦ PS Talents Program Manager at PlayStation Iberia
- ♦ Partner/Production, Marketing and Operations Director at ONE CLICK S.A. (DIGITAL ONE GROUP, S.A.)
- ♦ Partner/Production and Operations Manager/Product Designer at DIGITAL JOKERS /MAYHEM PROJECT
- ♦ Online Management in the Marketing Department at AURUM PRODUCCIONES
- ♦ Member of the Design and Licensing Department at LA FACTORIA DE IDEAS
- ♦ Operations Assistant at DISTRIMAGEN SL, Madrid (Spain)
- ♦ Degree in Communication Sciences from the Complutense University of Madrid
- ♦ Official Master's Degree in Management, Marketing and Communication from Camilo José Cela University, Madrid
- ♦ Master's Degree in Television Production from IMEFE in collaboration with the European Union

## Professors

### Mr. Ochoa Fernández, Carlos J.

- ♦ Specialist in Technological Innovation, Digital Marketing and Entrepreneurship.
- ♦ Founder and CEO of ONE Digital Consulting
- ♦ Manager and Advisor in companies such as SIEMENS, Sagentia, Altran and Eptron.
- ♦ Expert Evaluator for the European Commission
- ♦ Independent Evaluator for Alberta Innovates (Canada)
- ♦ Mentor of the Swiss National Science Foundation (SNSF)
- ♦ Engineer from the Polytechnic University of Madrid (Spain)
- ♦ International MBA in Entrepreneurship at Babson College
- ♦ President of the Madrid/Spain chapter of the VR/AR Association
- ♦ Co-chair of the VR/AR Education Committee
- ♦ Member of: Immersive Learning, ICICLE X-Reality Group for Learning and Performance Enhancement and Metaverse Standards Forum

### Mr. Montero García, José Carlos

- ♦ International Representative of PlayStation Talents
- ♦ Creative Director and Founder of TRT Labs, Berlin
- ♦ Winner of the ITB Berlin Award, thanks to the TimeRiftTours project.
- ♦ 3D Artist at Telvent Global Services
- ♦ 3D Artist at Matchmind
- ♦ 3D Artist at Nectar Estudio
- ♦ Superior Degree in Analysis and Control by the Polytechnic Institute Monte de Conxo, Santiago de Compostela
- ♦ Master's Degree CGMasterAcademy on Game Design with Naughty Dog's Emilia Schatz
- ♦ Master's Degree CGMasterAcademy on Character Creation for Games with Epic Games
- ♦ Master's Degree in 3D Image, Animation and Interactive Technology, Trazos
- ♦ Master's Degree in Rendering with Vray for Infoarchitecture
- ♦ Master's Degree in Animation and Nonlinear Editing at CICE School of New Technologies

### Mr. Espinosa de los Monteros Iglesias, Rafael

- ♦ Commercial and R+D Project Financing Director at Kaudal
- ♦ CEO at Reta al Alzheimer
- ♦ CEO at Pyxel Arts
- ♦ Director of Products and Services at Arquimea Ingeniería
- ♦ Key Account Manager at Cota Soluciones
- ♦ Software Quality Manager at Recreativos Franco Gaming
- ♦ National IT Manager at Credit Agricole Cheuvreux
- ♦ ADSL Project Manager & Deployment Consultant at Telefónica España
- ♦ Network and Telephony Technician at Carlos III Madrid University
- ♦ Industrial Technical Engineer: Industrial Electronics by the University Carlos III in Madrid
- ♦ Master's Degree in Business Strategy and Corp. Communications at Rey Juan Carlos I University
- ♦ Master's Degree in Artificial Intelligence and Innovation by FOUNDERZ
- ♦ International Master in Business Administration by LUIS BUSINESS SCHOOL

### Mr. García Fernández, Juan Carlos

- ♦ Video Game Producer at PlayStation Talents
- ♦ Electronic Games QA Tester at PlayStation Talents
- ♦ Degree in Video Game Design and Development from UDIT University Academic Background

# 10

# Impact on Your Career

This program will provide professionals with a unique combination of specialized knowledge and managerial skills, highly valued in the video game industry. Upon completion, graduates will possess the tools to successfully lead teams and projects and make strategic decisions based on the industry context. In addition, the prestige and network of contacts that will be obtained may open doors to employment and collaboration opportunities in both established and emerging companies within the industry.



“

*Not only will you strengthen your specialized knowledge in business management within the video game field, but you will also equip yourself with essential managerial skills”*

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

The Advanced Master's Degree in Senior Management of Video Game Companies at TECH Global University is an intensive program that prepares students to face challenges and business decisions internationally. Its main objective is to promote personal and professional growth Helping students achieve success.

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

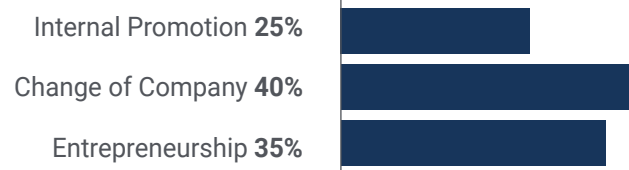
*You will gain profound knowledge of legal and ethical aspects, marketing and communication, specialized for the video game industry.*

*This Advanced Master's Degree will not only boost your professional growth, but also allow you to excel in an exciting and constantly evolving field.*

#### When the change occurs



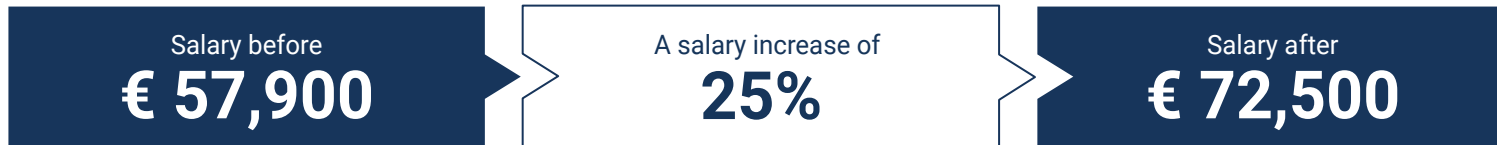
#### Type of change



## Salary increase

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



11

# Benefits for Your Company

This program has been designed with the needs of business professionals in the senior management of video game companies in mind, but also what students will be able to bring to companies. These graduates will be equipped with a unique combination of managerial skills, specialized knowledge of the video game industry and an innovative mindset that allows them to bring immediate and tangible value to the company. In addition, their specialization will enable them to lead strategically in a competitive and constantly evolving environment, identifying growth opportunities, designing and executing effective plans, and managing multidisciplinary teams efficiently.







“

*You will bring to the companies in which you work your ability to anticipate and adapt to market trends, as well as to drive innovation”*

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

01

### **Growth of talent and intellectual capital**

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

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02

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

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

03

### **Building agents of change**

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

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04

### **Increased international expansion possibilities**

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



05

### **Project Development**

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

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06

### **Increased competitiveness**

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

# 12 Certificate

The Advanced Master's Degree in Senior Management of Video Game 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 Video Game 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 Video Game Companies**

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**



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



## Advanced Master's Degree Senior Management of Video Game 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 Video Game Companies

