

Executive Master's Degree

MBA in Advertising and Public Relations Management

M B A A P R M





Executive Master's Degree MBA in Advertising and Public Relations Management

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Global University
- » Schedule: at your own pace
- » Exams: online

Website: www.techtute.com/us/school-of-business/executive-master-degree/master-mba-advertising-public-relations-management

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01 Welcome

Public Relations is fundamental within organizations because it contributes to the strategic management of the communication of any organization. Therefore, the essence consists of knowing, managing and investigating the different audiences that an organization has. In this sense, it is directly related to the advertising environment, a landscape in which various communicative agents are involved. Therefore, this program to offer the professional a global and complete vision of the fundamentals of the advertising system, its history and protagonists, focusing on the creative process, planning and the impact of its potential social effects. In this way, it configures the first theoretical and practical pillars to qualify the student to make strategic decisions in the field of persuasive communication.



MBA in Advertising and Public Relations Management
TECH Technological University



“

Deepen your knowledge of the fundamentals of the advertising system and successfully carry out strategic communication management in any field thanks to this Professional Master's Degree from TECH”

02

Why Study at TECH?

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



“

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

At TECH Technological University



Innovation

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

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



The Highest Standards

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

95% | of TECH students successfully complete their studies



Networking

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

+100000

executives prepared each year

+200

different nationalities



Empowerment

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

+500

collaborative agreements with leading companies



Talent

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

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



Multicultural Context

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

TECH students represent more than 200 different nationalities.



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



Analysis

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



Academic Excellence

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



Economy of Scale

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



Learn with the best

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

Teachers representing 20 different nationalities.



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

03

Why Our Program?

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

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



“

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

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

01

A Strong Boost to Your Career

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

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

02

Develop a strategic and global vision of the company

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

Our global vision of companies will improve your strategic vision.

03

Consolidate the student's senior management skills

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

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

04

You will take on new responsibilities

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

45% of graduates are promoted internally.

05

Access to a powerful network of contacts

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

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

06

Thoroughly develop business projects.

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

20% of our students develop their own business idea.

07

Improve *soft skills* and management skills

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

Improve your communication and leadership skills and enhance your career.

08

You will be part of an exclusive community

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

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

04 Objectives

This program is designed for students to strengthen their leadership skills in the field of Advertising and Public Relations, developing new competencies and enhancing their skills for academic and professional growth in an environment that requires a sociable, diplomatic and empathetic profile with leadership skills. As a result, after completing the program, the professional will be able to make the right decisions with a global approach, from an innovative perspective and an international vision, following the fundamentals of advertising today.



“

In this Executive Master's Degree you will learn how to organize events for both the private and public spheres, following protocol guidelines with maximum excellence"

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

The **MBA in Advertising and Public Relations Management** will enable the student to:

01

Acquire the necessary knowledge to communicate adequately in all areas, channels and networks, using the appropriate languages for each communication style

02

Identify the professional profiles of advertising and public relations professionals, as well as the main skills required in the performance of their professional practice

03

Identify the fundamental principles of human creativity and its application in the manifestations of persuasive communication

04

Explore the structure and transformation of today's society in terms of the features, forms and processes of advertising communication and public relations



05

Relate advertising and public relations in a coherent manner with other social and human sciences.

06

Recognize the elements, forms and processes of advertising languages and other forms of persuasive communication

07

Recognize significant and appropriate tools for the study of Advertising and Public Relations

08

Know the fields of advertising and public relations and their processes and organizational structures



09

Recognize the structure and transformation of today's society in its relationship with the elements, forms and processes of advertising communication and public relations

10

Encourage creativity and persuasion through different media and communication media

11

Enable the student to analyze and optimize the use of new communication channels and strategies of digital media by the Advertising and Public Relations professional





12

Understand the communication department within businesses and institutions

13

Organize private and public events, following protocol guidelines

05 Skills

Throughout this program, students will develop the skills to understand the bases and principles of the Advertising System and the field of Public Relations, applying creative, persuasive and strategic communication focused on the target audience. In this way, the students will master the global environment of different organizations, acquiring the necessary skills for the professional practice of advertising and Public Relations, with the knowledge of all the necessary tools and techniques. SS. with the knowledge of all the factors involved with quality and solvency.



“

Thanks to this Executive Master's Degree from TECH, you will know the competencies of the advertising and social media areas and you will be able to use the psychology of communication in the campaigns in the right way"

01

Acquire the necessary skills for the professional practice of advertising and public relations with the knowledge of all the necessary factors to perform it with quality and solvency

02

Use knowledge of the advertising medium as a starting point for projects

03

Describe the different historical moments of advertising

04

Know the competencies of the advertising and public relations fields

05

Use the psychology of communication in campaigns



06

Manage the relevant aspects of public opinion

08

Communicate in the digital environment



09

Develop a complete corporate image

07

Use the most appropriate advertising language in each context

10

Use the creative tools necessary for advertising communication

06

Structure and Content

The MBA in Advertising and Public Relations Management comprises a complete program structured in ten modules, whose content has been elaborated by experts in the sector so that the student enters into all the concepts in a concise and real way, knowing in depth the functioning of the power of Advertising and the management of the communication approach. In this way, the professionals will master all aspects of advertising language and corporate identity, through quality content to make his profile stand out in a competitive environment.



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*A syllabus with quality content,
100% online, so that you can study
it at your own pace as it suits you
best. TECH adapts to you”*

Syllabus

The MBA in Advertising and Public Relations from TECH Technological University is an intensive program that prepares students to master the fundamentals of the advertising system and communication in the field of public relations.

The content of the Executive Master's Degree is designed to promote the development of managerial skills that allow the students to make decisions with greater rigor in uncertain environments, facing the business challenges that may arise in the advertising field.

Throughout 2,700 hours of preparation, the student will analyze a multitude of practical cases through individual and teamwork. It is, therefore, an authentic immersion in real business situations, which will position the professional's profile.

In this way, the Executive Master's Degree focuses on the Advertising and Public Relations system from its history and theory to its management in companies, agencies and organizations with a global and up-to-date approach. A curriculum designed to specialize professionals in the business environment and orient them towards this sector from a strategic, international and innovative perspective.

Therefore, this program is designed for students, focused on their professional improvement, preparing them to achieve excellence in a competitive and creative environment, with innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will provide them with the skills to develop successfully in this environment.

This Executive Master's Degree takes place over 12 months and is divided into 15 modules:

Module 1	Advertising Theory
Module 2	Fundamentals of Public Relations
Module 3	History of Advertising and Public Relations
Module 4	Advertising and Public Relations Company
Module 5	Introduction to the Psychology of Communication
Module 6	Public Opinion
Module 7	Advertising Language
Module 8	Fundamentals of Communication in the Digital Environment
Module 9	Corporate Identity
Module 10	Creativity in Communication
Module 11	Leadership, Ethics and Social Responsibility in Companies
Module 12	People and Talent Management
Module 13	Economic and Financial Management
Module 14	Commercial Management and Strategic Marketing
Module 15	Executive Management



Where, When and How is it Taught?

TECH offers the possibility of developing this Executive Master's Degree MBA in Advertising and Public Relations Management completely online. Throughout the 12 months of the educational program, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

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

Module 1. Advertising Theory

1.1. Advertising Fundamentals

- 1.1.1. Introduction
- 1.1.2. Basic Notions about Advertising and Marketing
 - 1.1.2.1. Marketing
 - 1.1.2.1. Advertising
- 1.1.3. Advertising, Public Relations and Publicity
- 1.1.4. Dimensions and Social Scope of Contemporary Advertising
- 1.1.5. Successful Advertising: KFC

1.2. History of Advertising

- 1.2.1. Introduction
- 1.2.2. Origin
- 1.2.3. The Industrial Revolution and Advertising
- 1.2.4. The Development of the Advertising Industry
- 1.2.5. Advertising in the Internet World
- 1.2.6. Successful Advertising: Coca-Cola Case Study

1.3. Advertising and its Protagonists I: The Advertiser

- 1.3.1. Introduction
- 1.3.2. How the Advertising Industry Works
- 1.3.3. Types of Advertisers
- 1.3.4. Advertising in the Company's Organization Chart
- 1.3.5. Successful Advertising: Facebook Case Study

1.4. Advertising and its Protagonists II: Advertising Agencies

- 1.4.1. Introduction
- 1.4.2. The Advertising Agency: Advertising Communication Professionals
- 1.4.3. The Organizational Structure of Advertising Agencies
- 1.4.4. Types of Advertising Agencies
- 1.4.5. Fee Management in Advertising Agencies
- 1.4.6. Successful Advertising: Nike

1.5. Advertising and its Protagonists III: The Advertising Receiver

- 1.5.1. Introduction
- 1.5.2. The Advertising Recipient and its Context
- 1.5.3. The Advertising Recipient as a Consumer
- 1.5.4. Needs and Desires in Advertising
- 1.5.5. Advertising and Memory: on Advertising Effectiveness
- 1.5.6. Successful Advertising: Ikea Case Study

1.6. The Advertising Creation Process I: From Advertiser to Media

- 1.6.1. Introduction
- 1.6.2. Preliminary Aspects of the Advertising Creation Process
- 1.6.3. The Advertising Brief or Communication Brief
- 1.6.4. Creative Strategy
- 1.6.5. Media Strategy
 - 1.6.5.1. Successful Advertising: Apple

1.7. The Process of Advertising Creation II: Creativity and Advertising

- 1.7.1. Introduction
- 1.7.2. Fundamentals of Advertising Creative Work
- 1.7.3. Advertising Creativity and its Communicative Statute
- 1.7.4. Creative Work in Advertising
- 1.7.5. Successful Advertising: Real Madrid Case Study.

1.8. The Process of Advertising Creation III: Ideation and Development of the Advertising Manifesto

- 1.8.1. Introduction
- 1.8.2. Creative Conception and Strategy
- 1.8.3. The Creative Conception Process
- 1.8.4. The Ten Basic Ways of Creativity According to Luis Bassat: Advertising Genres
- 1.8.5. Advertising Formats
- 1.8.6. Successful Advertising: McDonald's

1.9. Advertising Media Planning

- 1.9.1. Introduction
- 1.9.2. Media and Planning
- 1.9.3. Advertising Media and their Classification
- 1.9.4. Media Planning Tools
- 1.9.5. Successful Advertising: Pepsi

1.10. Advertising, Society and Culture

- 1.10.1. Introduction
- 1.10.2. The Relationship between Advertising and Society
- 1.10.3. Advertising and Emotions
- 1.10.4. Advertising, Subjects and Things
- 1.10.5. Successful Advertising: Burger King

Module 2. Fundamentals of Public Relations

2.1. Theoretical Framework of Public Relations

- 2.1.1. Introduction
- 2.1.2. Public Relations Research
- 2.1.3. Main Public Relations Theorists
- 2.1.4. Public Relations and Related Items
- 2.1.5. Definition of Public Relations

2.2. Evolution Over Time

- 2.2.1. Stages
- 2.2.2. The Origin of Public Relations
- 2.2.3. Trends in Public Relations

2.3. External Communication

- 2.3.1. Characteristics and Audiences
- 2.3.2. Media Relations
- 2.3.3. Provision of Information

2.4. Internal Communication

- 2.4.1. Introduction
- 2.4.2. Functions and Objectives
- 2.4.3. Types of Internal Communication
- 2.4.4. Internal Communication Tools

2.5. Public Relations and Public Opinion

- 2.5.1. Powerful Media Image
- 2.5.2. The limited Influence of the Media
- 2.5.3. Structural Effects on the Company

2.6. International Public Relations

- 2.6.1. Characteristics of the International Society
- 2.6.2. Definition
- 2.6.3. The Role of International Public Relations
- 2.6.4. Types of Actions

2.7. Public Relations and Crisis

- 2.7.1. The Organization in the Face of a Crisis
- 2.7.2. Characteristics of Crises
- 2.7.3. Crisis Typologies

2.8. Stages of Crisis

- 2.8.1. Preliminary Phase
- 2.8.2. Acute Phase
- 2.8.3. Chronic Phase
- 2.8.4. Post-Traumatic Phase

2.9. Preparation of a Crisis Plan

- 2.9.1. Analysis of Possible Problems
- 2.9.2. Planning
- 2.9.3. Adequacy of Personnel

2.10. Communication Technologies in Crises

- 2.10.1. Advantages
- 2.10.2. Disadvantages
- 2.10.3. Tools

Module 3. History of Advertising and Public Relations

3.1. Advertising Activity before the Printing Press

- 3.1.1. Advertising in its Most Primitive Forms
- 3.1.2. First Manifestations
- 3.1.3. The Ancient World

3.2. From the Printing Press to the Industrial Revolution

- 3.2.1. Some Aspects that Contributed to the Emergence of the Printing Press in Europe
- 3.2.2. First Expressions: Brochures and Posters
- 3.2.3. Brands and Labels
- 3.2.4. The Loud and Talkative Advertisements
- 3.2.5. The Sign and the Commercial Mural
- 3.2.6. The Birth of a New Media
- 3.2.7. Communication and Power: Controlling Persuasion

3.3. The Revolutions

- 3.3.1. Advertising and the Industrial Revolution
- 3.3.2. The Long and Tortuous Road to Press Freedom
- 3.3.3. From Propaganda to Advertising
- 3.3.4. Propaganda and Political Advertising: Concepts
- 3.3.5. Characteristics of this Advertisement
- 3.3.6. The Industrial Revolution in the Birth of Commercial Advertising

3.4. Birth of Advertising

- 3.4.1. The Origin of Commercial Advertising
- 3.4.2. The Technological Revolution
- 3.4.3. Printing Systems
- 3.4.4. The Paper
- 3.4.5. Photography
- 3.4.6. The Telegraph
- 3.4.7. Print Advertising
- 3.4.8. Posters

3.5. Consolidation of Advertising Activity

- 3.5.1. Economic Factors between 1848-1914
- 3.5.2. New Forms of Commercialization
- 3.5.3. Newspapers
- 3.5.4. Magazines
- 3.5.5. The Art of the Poster
- 3.5.6. Fundamentals of Modern Advertising
- 3.5.7. American Advertising Agencies
- 3.5.8. Advertising Technique and Craftsmanship

3.6. Advertising Between Two Wars

- 3.6.1. Characteristics of the Period 1914-1950
- 3.6.2. Advertising in World War I
- 3.6.3. Consequences of World War I on Advertising
- 3.6.4. Advertising Campaigns in the Second World War
- 3.6.5. Consequences of World War II on Advertising
- 3.6.6. Advertising Media
- 3.6.7. Poster and Advertising Graphic Design
- 3.6.8. Outdoor Advertising
- 3.6.9. The Cinema
- 3.5.10. Cinema as a Means of Persuasion
- 3.5.11. The Radio
- 3.5.12. Commercial Radio

3.7. The Development of the Advertising Technique

- 3.7.1. Advertising Activity between 1914 and 1950
- 3.7.2. Advertising Organization
- 3.7.3. Agencies and Styles

3.8. Electronic Advertising

- 3.8.1. TV The Third Dimension of Advertising
- 3.8.2. Advertising in the 1950s and 1960s
- 3.8.3. The Arrival of Television

3.9. Current Advertising

- 3.9.1. Introduction
- 3.9.2. The Current Advertising Context: A Technological Perspective
- 3.9.3. Main Challenges of Today's Advertising Communication
- 3.9.4. Main Opportunities in Today's Advertising Communication

3.10. History of Public Relations

- 3.10.1. The Origins
- 3.10.2. Bernays and His Contributions
- 3.10.3. Expansion: Public Relations In the Second Half of the 20th Century

Module 4. Advertising and Public Relations Company

4.1. Structure of Advertising and/or Public Relations Agencies	4.2. Economic Management of the Agency	4.3. Economic Relations in the Advertising Business	4.4. The Operating Account of the Advertising Agency
4.1.1. Structure 4.1.2. Functions 4.1.3. Agency Selection	4.2.1. Types of Legal Form 4.2.2. Business Model 4.2.3. Project Development and Control	4.3.1. Economic Relationships with Advertisers 4.3.2. Economic Relationships with Employees and Partners 4.3.3. Individual Entrepreneur and Self-Employed	4.4.1. Investment, Revenue and Turnover 4.4.1.1. Expenses 4.4.1.2. Personal 4.4.1.3. Rent 4.4.1.4. Amortization 4.4.1.5. Non-billable Expenses 4.4.1.6. Prospecting 4.4.1.7. Delinquency 4.4.1.8. Financial Expenses 4.4.2. Results 4.4.3. Annual Budget
4.5. The Link Between Advertising and Public Relations	4.6. Remuneration Systems	4.7. Relations with External Stakeholders	4.8. Types of Growth Strategies
4.5.1. In Relation to the Objectives 4.5.2. Regarding the Target Audience of the Activity 4.5.3. On the Selection of Media and Supports	4.6.1. Remuneration of Agencies 4.6.2. Accounting Dimension of the Agency 4.6.3. Determination of the Budget	4.7.1. Advertising Agency Relations 4.7.2. Media Agency Relations 4.7.3. End - Consumer Agency Relations	4.8.1. Holdings 4.8.2. Value Chain 4.8.3. Challenges of Organizational Growth
4.9. Internal Organization Chart of an Advertising Agency	4.10. Team Management		
4.9.1. Agency Management Model 4.9.2. Accounts Department 4.9.3. Creative Department 4.9.4. Media Department 4.9.5. Production Department	4.10.1. Motivation 4.10.2. Change Management and Leadership 4.10.3. Internal Communication		

Module 5. Introduction to the Psychology of Communication

5.1. History of Psychology

- 5.1.1. Introduction
- 5.1.2. It starts with the Study of Psychology
- 5.1.3. Science in Evolution. Historical and Paradigmatic Changes
- 5.1.4. Paradigms and Stages in Psychology
- 5.1.5. Cognitive Science

5.2. Social Psychology

- 5.2.1. Introduction
- 5.2.2. Beginning with the Study of Social Psychology: The Influence of Social Psychology
- 5.2.3. Empathy, Altruism and Helping Behavior

5.3. Social Cognition

- 5.3.1. Introduction
- 5.3.2. Thinking and Knowing, Vital Necessities
- 5.3.3. Social Cognition
- 5.3.4. Organizing Information
- 5.3.5. Prototypical or Categorical Thinking
- 5.3.6. Mistakes in Thinking: Inferential Biases
- 5.3.7. Automatic Information Processing

5.4. Personality Psychology

- 5.4.1. Introduction
- 5.4.2. What is the Self? Identity and Personality
- 5.4.3. Self-awareness
- 5.4.4. Self-esteem
- 5.4.5. Self-knowledge
- 5.4.6. Interpersonal Variables in Personality Shaping
- 5.4.7. Macro-social Variables in the Configuration of Personality
- 5.4.8. A New Perspective in the Study of Personality. Narrative Personality

5.5. Emotions

- 5.5.1. Introduction
- 5.5.2. What do we Talk about When we Get Excited?
- 5.5.3. The Nature of Emotions
 - 5.5.3.1. Emotion as Preparation for Action
- 5.5.4. Emotions and Personality
- 5.5.5. From another Perspective. Social Emotions

5.6. Psychology of Communication. Persuasion and Attitude Change

- 5.6.1. Introduction
- 5.6.2. Attitudes
- 5.6.3. Historical Models in the Study of Persuasive Communication
- 5.6.4. The Probability of Elaboration Model
- 5.6.5. Communication Processes through the Media
 - 5.6.5.1. A Historical Perspective

5.7. The Sender

- 5.7.1. Introduction
- 5.7.2. The Source of Persuasive Communication
- 5.7.3. Source Characteristics. Credibility
- 5.7.4. Source Characteristics. The Appeal
- 5.7.5. Emitter Characteristics. The Power
- 5.7.6. Processes in Persuasive Communication. Mechanisms Based on Primary Cognition
- 5.7.7. New Processes in Communication. Mechanisms Based on Secondary Cognition

5.8. The Message

- 5.8.1. Introduction
- 5.8.2. We It starts by Studying the Composition of the Message
- 5.8.3. Types of Messages: Rational vs. Emotional Messages
- 5.8.4. Emotional Messaging and Communication: Fear Inducing Messages

5.9. The Receiver

- 5.9.1. Introduction
- 5.9.2. The Role of the Recipient according to the Elaboration Probability Model
- 5.9.3. Recipient Needs and Motives: Their Impact on Attitude Change
- 5.9.4. Need for Esteem and Communication

5.10. New Approaches to the Study of Communication

- 5.10.1. Introduction
- 5.10.2. Non-conscious Processing of Information. Automatic Processes
- 5.10.3. Measuring Automatic Processes in Communication
- 5.10.4. First Steps in the New Paradigms
- 5.10.5. Theories of Dual Processing Systems
 - 5.10.5.1. Main Limitations of Dual Systems Theories

Module 6. Public Opinion**6.1. The Concept of Public Opinion**

- 6.1.1. Introduction
- 6.1.2. Definition
- 6.1.3. Public Opinion as a Rational Phenomenon and as a Form of Social Control
- 6.1.4. Phases in the Growth of Public Opinion as a Discipline
- 6.1.5. The 20th Century

6.2. Theoretical Framework of Public Opinion

- 6.2.1. Introduction
- 6.2.2. Perspectives on the Discipline of Public Opinion in the 20th Century.
- 6.2.3. Twentieth Century Authors
- 6.2.4. Walter Lippmann: Biased Public Opinion
- 6.2.5. Jürgen Habermas: the Political-Value Perspective
- 6.2.6. Niklas Luhmann: Public Opinion as a Communicative Modality

6.3. Social Psychology and Public Opinion

- 6.3.1. Introduction
- 6.3.2. Psychosocial Variables in the Relationship of Persuasive Entities with their Public
- 6.3.3. The Name
- 6.3.4. Conformism

6.4. Media Influence Models

- 6.4.1. Introduction
- 6.4.2. Media Influence Models
- 6.4.3. Types of Media Effects
- 6.4.4. Research on Media Effects
- 6.4.5. The Power of the Media

6.5. Public Opinion and Political Communication

- 6.5.1. Introduction
- 6.5.2. Electoral Political Communication. Propaganda
- 6.5.3. Government Political Communication

6.6. Public Opinion and Elections

- 6.6.1. Introduction
- 6.6.2. Do Election Campaigns Influence Public Opinion?
- 6.6.3. The Effect of the Media in Election Campaigns as a Reinforcement of Opinions
- 6.6.4. The Bandwagon and Underdog Effects

6.7. Government and Public Opinion

- 6.7.1. Introduction
- 6.7.2. Representatives and their Constituents
- 6.7.3. Political Parties and Public Opinion
- 6.7.4. Public Policies as an Expression of the Government's Action

6.8. The Political Intermediation of the Press

- 6.8.1. Introduction
- 6.8.2. Journalists as Political Intermediaries
- 6.8.3. Dysfunctions of Journalistic Intermediation
- 6.8.4. Reliance on Journalists as Intermediaries

6.9. Public Sphere and Emerging Models of Democracy

- 6.9.1. Introduction
- 6.9.2. The Public Sphere in the Information Society
- 6.9.3. The Public Sphere in the Information Society
- 6.9.4. Emerging Models of Democracy

6.10. Methods and Techniques for Public Opinion Research

- 6.10.1. Introduction
- 6.10.2. Opinion Polls
- 6.10.3. Types of Surveys
- 6.10.4. Analysis

Module 7. Advertising Language

7.1. Thinking and Writing: Definition

- 7.1.1. Definition of Copywriting
- 7.1.2. Historical Background of Advertising Copywriting and Phases of Professionalization

7.2. Copywriting and Creativity

- 7.2.1. Conditions of the Copywriting Process
- 7.2.2. Linguistic Competence
- 7.2.3. Functions of the Copywriter
 - 7.2.3.1. Definition of the Functions of the Copywriter

7.3. The Principle of Coherence and Campaign Conceptualization

- 7.3.1. The Principle of Campaign Unity
- 7.3.2. The Creative Team
- 7.3.3. The Conceptualization Process: Hidden Creativity
- 7.3.4. What is a Concept?
- 7.3.5. Applications of the Conceptualization Process
- 7.3.6. The Advertising Concept
- 7.3.7. Utility and Advantages of the Advertising Concept

7.4. Advertising and Rhetoric

- 7.4.1. Copywriting and Rhetoric
- 7.4.2. Placing Rhetoric
- 7.4.3. The Phases of Rhetoric
 - 7.4.3.1. Advertising Discourse and Classical Rhetorical Discourse
 - 7.4.3.2. Topoi and Reason Why as Argumentation

7.5. Fundamentals and Characteristics of Copywriting

- 7.5.1. Correction
- 7.5.2. Adaptation
- 7.5.3. Efficiency
- 7.5.4. Characteristics of Copywriting
- 7.5.5. Morphological: Nominalization
- 7.5.6. Syntactics: Destructuring
- 7.5.7. Graphics: Emphatic Punctuation

7.6. Argumentation Strategies

- 7.6.1. Description
- 7.6.2. The Enthymeme
- 7.6.3. Narration
- 7.6.4. Intertextuality

7.7. Styles and Slogans in Copywriting

- 7.7.1. The Length of the Sentence
- 7.7.2. The Styles
- 7.7.3. The Slogan
- 7.7.4. A Phrase of Wartime Origin
- 7.7.5. The Characteristics of the Slogan
- 7.7.6. The Elocution of the Slogan
- 7.7.7. The Forms of the Slogan
- 7.7.8. The Functions of the Slogan

7.8. Principles of Applied Copywriting and the Reason Why+USP Pairing

- 7.8.1. Rigor, Clarity, Accuracy
- 7.8.2. Synthesis and Simplicity
- 7.8.3. Advertising Text Constraints
- 7.8.4. Application of the ReasonWhy + USP Pairing

7.9. Copywriting in Conventional and Non-Conventional Media

- 7.9.1. The Above-The-Line/Below-The-Line Division
- 7.9.2. Integration: Overcoming the ATL- BTL Controversy
- 7.9.3. Television Copywriting
- 7.9.4. Radio Copywriting
- 7.9.5. Press Copywriting
- 7.9.6. Copywriting for Outdoor Media
- 7.9.7. Copywriting in Non-Conventional Media
- 7.9.8. Direct Marketing Copywriting
- 7.9.9. Interactive Media Copywriting

7.10. Criteria for the Evaluation of an Advertising Text and Other Writing Cases

- 7.10.1. Classical Models of Advertising Analysis
- 7.10.2. Impact and Relevance
- 7.10.3. The Editor's Checklist
- 7.10.4. Translation and Adaptation of Advertising Texts
- 7.10.5. New Technologies, New Languages
- 7.10.6. Writing in Web 2.0
- 7.10.7. Naming, Guerrilla Advertising and Other Copywriting Cases

Module 8. Fundamentals of Communication in the Digital Environment
8.1. Web 2.0 or the Social Web

- 8.1.1. Organization in the Age of Conversation
- 8.1.2. Web 2.0 Is All About People
- 8.1.3. Digital Environment and New Communication Formats

8.2. Digital Communication and Reputation

- 8.2.1. Online Reputation Report
- 8.2.2. Netiquette and Good Practices on Social Media
- 8.2.3. Branding and 2.0 Networks

8.3. Online Reputation Plan Design and Planning

- 8.3.1. Overview of the Main Social Media
- 8.3.2. Brand Reputation Plan
- 8.3.3. General Metrics, ROI, and Social CRM
- 8.3.4. Online Crisis and Reputational SEO

8.4. Generalist, Professional and Microblogging Platforms

- 8.4.1. Facebook
- 8.4.2. LinkedIn
- 8.4.3. Google+
- 8.4.4. Twitter

8.5. Video, Image, and Mobility Platforms

- 8.5.1. YouTube
- 8.5.2. Instagram
- 8.5.3. Flickr
- 8.5.4. Vimeo
- 8.5.5. Pinterest

8.6. Content Strategy and Storytelling

- 8.6.1. Corporate Blogging
- 8.6.2. Content Marketing Strategy
- 8.6.3. Creating a Content Plan
- 8.6.4. Content Curation Strategy

8.7. Social Media Strategies

- 8.7.1. Corporate PR and Social Media
- 8.7.2. Defining the Strategy to be Applied in Each Medium
- 8.7.3. Analysis and Evaluation of Results

8.8. Community Administration

- 8.8.1. Roles, Tasks and Responsibilities of the Community Administration
- 8.8.2. Social Media Manager
- 8.8.3. Social Media Strategist

8.9. Social Media Plan

- 8.9.1. Designing a Social Media Plan
- 8.9.2. Schedule, Budget, Expectations and Follow-up
- 8.9.3. Contingency Protocol in Case of Crisis

8.10. Online Monitoring Tools

- 8.10.1. Management Tools and Desktop Applications
- 8.10.2. Monitoring and Research Tools

Module 9. Corporate Identity

9.1. The Importance of Image in Businesses

- 9.1.1. What is Corporate Image?
- 9.1.2. Differences between Corporate Identity and Corporate Image
- 9.1.3. Where can the Corporate Image be Manifested?
- 9.1.4. Situations of Corporate Image Change. Why Get a Good Corporate Image?

9.2. Research Techniques in Corporate Image

- 9.2.1. Introduction
- 9.2.2. The Study of the Company's Image
- 9.2.3. Corporate Image Research Techniques
- 9.2.4. Qualitative Image Study Techniques
- 9.2.5. Types of Quantitative Techniques

9.3. Image Audit and Strategy

- 9.3.1. What is Image Auditing?
- 9.3.2. Guidelines
- 9.3.3. Audit Methodology
- 9.3.4. Strategic Planning

9.4. Corporate Culture

- 9.4.1. What is Corporate Culture?
- 9.4.2. Factors Involved in Corporate Culture
- 9.4.3. Functions of Corporate Culture
- 9.4.4. Types of Corporate Culture

9.5. Corporate Social Responsibility and Corporate Reputation

- 9.5.1. CSR: Concept and Application of the Company
- 9.5.2. Guidelines for Integrating CSR into Businesses
- 9.5.3. CSR Communication
- 9.5.4. Corporate Reputation

9.6. Corporate Visual Identity and Naming

- 9.6.1. Corporate Visual Identity Strategies
- 9.6.2. Basic Elements
- 9.6.3. Basic Principles
- 9.6.4. Preparation of the Manual
- 9.6.5. The Naming

9.7. Brand Image and Positioning

- 9.7.1. The Origins of Trademarks
- 9.7.2. What is a Brand?
- 9.7.3. The Need to Build a Brand
- 9.7.4. Brand Image and Positioning
- 9.7.5. The Value of Brands

9.8. Image Management through Crisis Communication

- 9.8.1. Strategic Communication Plan
- 9.8.2. When it All Goes Wrong: Crisis Communication
- 9.8.3. Cases

9.9. The Influence of Promotions on Corporate Image

- 9.9.1. The New Advertising Industry Landscape
- 9.9.2. The Marketing Promotion
- 9.9.3. Features
- 9.9.4. Dangers
- 9.9.5. Promotional Types and Techniques

9.10. Distribution and Image of the Point of Sale

- 9.10.1. The Main Players in Commercial Distribution
- 9.10.2. The Image of Retail Distribution Companies through Positioning
- 9.10.3. Through its Name and Logo

Module 10. Creativity in Communication

10.1. To Create is to Think

- 10.1.1. The Art of Thinking
- 10.1.2. Creative Thinking and Creativity
- 10.1.3. Thought and Brain
- 10.1.4. The Lines of Research on Creativity: Systematization

10.2. Nature of the Creative Process

- 10.2.1. Nature of Creativity
- 10.2.2. The Notion of Creativity: Creation and Creativity
- 10.2.3. The Creation of Ideas for Persuasive Communication
- 10.2.4. Nature of the Creative Process in Advertising

10.3. The Invention

- 10.3.1. Evolution and Historical Analysis of the Creation Process
- 10.3.2. Nature of the Classical Canon of the Invention
- 10.3.3. The Classical View of Inspiration in the Origin of Ideas
- 10.3.4. Invention, Inspiration, Persuasion

10.4. Rhetoric and Persuasive Communication

- 10.4.1. Rhetoric and Advertising
- 10.4.2. The Rhetorical Parts of Persuasive Communication
- 10.4.3. Rhetorical Figures
- 10.4.4. Rhetorical Laws and Functions of Advertising Language

10.5. Creative Behavior and Personality

- 10.5.1. Creativity as a Personal Characteristic, as a Product and as a Process
- 10.5.2. Creative Behavior and Motivation
- 10.5.3. Perception and Creative Thinking
- 10.5.4. Elements of Creativity

10.6. Creative Skills and Abilities

- 10.6.1. Thinking Systems and Models of Creative Intelligence
- 10.6.2. Three-Dimensional Model of the Structure of the Intellect According to Guilford
- 10.6.3. Interaction Between Factors and Intellectual Capabilities
- 10.6.4. Creative Skills
- 10.6.5. Creative Capabilities

10.7. The Phases of the Creative Process

- 10.7.1. Creativity as a Process
- 10.7.2. The Phases of the Creative Process
- 10.7.3. The Phases of the Creative Process in Advertising

10.8. Troubleshooting

- 10.8.1. Creativity and Problem Solving
- 10.8.2. Perceptual Blocks and Emotional Blocks
- 10.8.3. Methodology of Invention: Creative Programs and Methods

10.9. The Methods of Creative Thinking

- 10.9.1. Brainstorming as a Model of Idea Creation
- 10.9.2. Vertical Thinking and Lateral Thinking
- 10.9.3. Methodology of Invention: Creative Programs and Methods

10.10. Creativity and Advertising Communication

- 10.10.1. The Creative Process as a Specific Product of Advertising Communication
- 10.10.2. Nature of the Creative Process in Advertising: Creativity and the Creative Advertising Process
- 10.10.3. Methodological Principles and Effects of Advertising Creation
- 10.10.4. Advertising Creation: From Problem to Solution
- 10.10.5. Creativity and Persuasive Communication

Module 11. Leadership, Ethics and Social Responsibility in Companies

11.1. Globalization and Governance

- 11.1.1. Governance and Corporate Governance
- 11.1.2. The Fundamentals of Corporate Governance in Companies
- 11.1.3. The Role of the Board of Directors in the Corporate Governance Framework

11.2. Leadership

- 11.2.1. Leadership. A Conceptual Approach
- 11.2.2. Leadership in Companies
- 11.2.3. The Importance of Leaders in Business Management

11.3. Cross-Cultural Management

- 11.3.1. Concept of Cross-Cultural Management
- 11.3.2. Contributions to the Knowledge of National Cultures
- 11.3.3. Diversity Management

11.4. Management and Leadership Development

- 11.4.1. Concept of Management Development
- 11.4.2. Concept of Leadership
- 11.4.3. Leadership Theories
- 11.4.4. Leadership Styles
- 11.4.5. Intelligence in Leadership
- 11.4.6. The Challenges of Today's Leader

11.5. Business Ethics

- 11.5.1. Ethics and Morality
- 11.5.2. Business Ethics
- 11.5.3. Leadership and Ethics in Companies

11.6. Sustainability

- 11.6.1. Sustainability and Sustainable Development
- 11.6.2. The 2030 Agenda
- 11.6.3. Sustainable Companies

11.7. Corporate Social Responsibility

- 11.7.1. International Dimensions of Corporate Social Responsibility
- 11.7.2. Implementing Corporate Social Responsibility
- 11.7.3. The Impact and Measurement of Corporate Social Responsibility

11.8. Responsible Management Systems and Tools

- 11.8.1. CSR: Corporate Social Responsibility
- 11.8.2. Essential Aspects for Implementing a Responsible Management Strategy
- 11.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
- 11.8.4. Tools and Standards of CSR

11.9. Multinationals and Human Rights

- 11.9.1. Globalization, Multinational Corporations and Human Rights
- 11.9.2. Multinational Corporations and International Law
- 11.9.3. Legal Instruments for Multinationals in the Field of Human Rights

11.10. Legal Environment and Corporate Governance

- 11.10.1. International Rules on Importation and Exportation
- 11.10.2. Intellectual and Industrial Property
- 11.10.3. International Labor Law

Module 12. People and Talent Management

12.1. Strategic People Management

- 12.1.1. Strategic Human Resources Management
- 12.1.2. Strategic People Management

12.2. Human Resources Management by Competencies

- 12.2.1. Analysis of the Potential
- 12.2.2. Remuneration Policy
- 12.2.3. Career/Succession Planning

12.3. Performance Evaluation and Compliance Management

- 12.3.1. Performance Management
- 12.3.2. Performance Management: Objectives and Process

12.4. Innovation in Talent and People Management

- 12.4.1. Strategic Talent Management Models
- 12.4.2. Identification, Training and Development of Talent
- 12.4.3. Loyalty and Retention
- 12.4.4. Proactivity and Innovation

12.5. Motivation

- 12.5.1. The Nature of Motivation
- 12.5.2. Expectations Theory
- 12.5.3. Needs Theory
- 12.5.4. Motivation and Financial Compensation

12.6. Developing High Performance Teams

- 12.6.1. High-Performance Teams: Self-Managing Teams
- 12.6.2. Methodologies for Managing High Performance Self-Managed Teams

12.7. Change Management

- 12.7.1. Change Management
- 12.7.2. Types of Change Management Processes
- 12.7.3. Stages or Phases in Change Management

12.8. Negotiation and Conflict Management

- 12.8.1. Negotiation
- 12.8.2. Conflict Management
- 12.8.3. Crisis Management

12.9. Executive Communication

- 12.9.1. Internal and External Communication in the Business Environment
- 12.9.2. Communication Departments
- 12.9.3. The Head of Communication of the Company. The Profile of the Dircom

12.10. Productivity, Attraction, Retention and Activation of Talent

- 12.10.1. Productivity
- 12.10.2. Talent Attraction and Retention Levers

Module 13. Economic and Financial Management

13.1. Economic Environment

- 13.1.1. Macroeconomic Environment and the National Financial System
- 13.1.2. Financial Institutions
- 13.1.3. Financial Markets
- 13.1.4. Financial Assets
- 13.1.5. Other Financial Sector Entities

13.2. Executive Accounting

- 13.2.1. Basic Concepts
- 13.2.2. The Company's Assets
- 13.2.3. The Company's Liabilities
- 13.2.4. The Company's Net Worth
- 13.2.5. The Income Statement

13.3. Information Systems and Business Intelligence

- 13.3.1. Fundamentals and Classification
- 13.3.2. Cost Allocation Phases and Methods
- 13.3.3. Choice of Cost Center and Impact

13.4. Budget and Management Control

- 13.4.1. The Budgetary Model
- 13.4.2. The Capital Budget
- 13.4.3. The Operating Budget
- 13.4.5. The Cash Budget
- 13.4.6. Budget Monitoring

13.5. Financial Management

- 13.5.1. The Company's Financial Decisions
- 13.5.2. The Financial Department
- 13.5.3. Cash Surpluses
- 13.5.4. Risks Associated with Financial Management
- 13.5.5. Risk Management of the Financial Management

13.6. Financial Planning

- 13.6.1. Definition of Financial Planning
- 13.6.2. Actions to Be Taken in Financial Planning
- 13.6.3. Creation and Establishment of the Business Strategy
- 13.6.4. The Cash Flow Chart
- 13.6.5. The Working Capital Chart

13.7. Corporate Financial Strategy

- 13.7.1. Corporate Strategy and Sources of Financing
- 13.7.2. Corporate Financing Financial Products

13.8. Strategic Financing

- 13.8.1. Self-financing
- 13.8.2. Increase in Shareholder's Equity
- 13.8.3. Hybrid Resources
- 13.8.4. Financing through Intermediaries

13.9. Financial Analysis and Planning

- 13.9.1. Analysis of the Balance Sheet
- 13.9.2. Analysis of the Income Statement
- 13.9.3. Profitability Analysis

13.10. Analyzing and Solving Cases/ Problems

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

Module 14. Commercial Management and Strategic Marketing

14.1. Commercial Management

- 14.1.1. Conceptual Framework of Commercial Management
- 14.1.2. Commercial Strategy and Planning
- 14.1.3. The Role of Sales Managers

14.2. Marketing

- 14.2.1. The Concept of Marketing
- 14.2.2. The Basic Elements of Marketing
- 14.2.3. Marketing Activities in Companies

14.3. Strategic Marketing Management

- 14.3.1. The Concept of Strategic Marketing
- 14.3.2. Concept of Strategic Marketing Planning
- 14.3.3. Stages in the Process of Strategic Marketing Planning

14.4. Digital Marketing and e-Commerce

- 14.4.1. Objectives of Digital Marketing and e-Commerce
- 14.4.2. Digital Marketing and the Media It Uses
- 14.4.3. E-Commerce. General Context
- 14.4.4. Categories of e-Commerce
- 14.4.5. Advantages and Disadvantages of e-Commerce Compared to Traditional Commerce

14.5. Digital Marketing to Reinforce a Brand

- 14.5.1. Online Strategies to Improve Brand Reputation
- 14.5.2. Branded Content and Storytelling

14.6. Digital Marketing to Attract and Retain Customers

- 14.6.1. Loyalty and Engagement Strategies Using the Internet
- 14.6.2. Visitor Relationship Management
- 14.6.3. Hypersegmentation

14.7. Digital Campaign Management

- 14.7.1. What Is a Digital Advertising Campaign?
- 14.7.2. Steps to Launch an Online Marketing Campaign
- 14.7.3. Mistakes in Digital Advertising Campaigns

14.8. Sales Strategy

- 14.8.1. Sales Strategy
- 14.8.2. Sales Methods

14.9. Corporate Communication

- 14.9.1. Concept
- 14.9.2. The Importance of Communication in the Organization
- 14.9.3. Type of Communication in the Organization
- 14.9.4. Functions of Communication in the Organization
- 14.9.5. Elements of Communication
- 14.9.6. Problems of Communication
- 14.9.7. Communication Scenarios

14.10. Digital Communication and Reputation

- 14.10.1. Online Reputation
- 14.10.2. How to Measure Digital Reputation?
- 14.10.3. Online Reputation Tools
- 14.10.4. Online Reputation Report
- 14.10.5. Online Branding

Module 15. Executive Management

15.1. General Management

- 15.1.1. The Concept of General Management
- 15.1.2. The Role of the CEO
- 15.1.3. The CEO and their Responsibilities
- 15.1.4. Transforming the Work of Management

15.2. Manager Functions: Organizational Culture and Approaches

- 15.2.1. Manager Functions: Organizational Culture and Approaches

15.3. Operations Management

- 15.3.1. The Importance of Management
- 15.3.2. Value Chain
- 15.3.3. Quality Management

15.4. Public Speaking and Spokesperson Education

- 15.4.1. Interpersonal Communication
- 15.4.2. Communication Skills and Influence
- 15.4.3. Communication Barriers

15.5. Personal and Organizational Communication Tools

- 15.5.1. Interpersonal Communication
- 15.5.2. Interpersonal Communication Tools
- 15.5.3. Communication in the Organization
- 15.5.4. Tools in the Organization

15.6. Communication in Crisis Situations

- 15.6.1. Crisis
- 15.6.2. Phases of the Crisis
- 15.6.3. Messages: Contents and Moments

15.7. Preparation of a Crisis Plan

- 15.7.1. Analysis of Possible Problems
- 15.7.2. Planning
- 15.7.3. Adequacy of Personnel

15.8. Emotional Intelligence

- 15.8.1. Emotional Intelligence and Communication
- 15.8.2. Assertiveness, Empathy, and Active Listening
- 15.8.3. Self- Esteem and Emotional Communication

15.9. Personal Branding

- 15.9.1. Strategies to Develop Personal Branding
- 15.9.2. Personal Branding Laws
- 15.9.3. Tools for Creating Personal Brands

15.10. Leadership and Team Management

- 15.10.1. Leadership and Leadership Styles
- 15.10.2. Leadership Skills and Challenges
- 15.10.3. Managing Change Processes
- 15.10.4. Managing Multicultural Teams



“

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

07

Methodology

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

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





“

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

TECH Business School uses the Case Study to contextualize all content

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

“

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



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



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

A learning method that is different and innovative

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

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

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

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

Relearning Methodology

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

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

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

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

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



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

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

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

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

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



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



Study Material

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

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



Classes

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

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



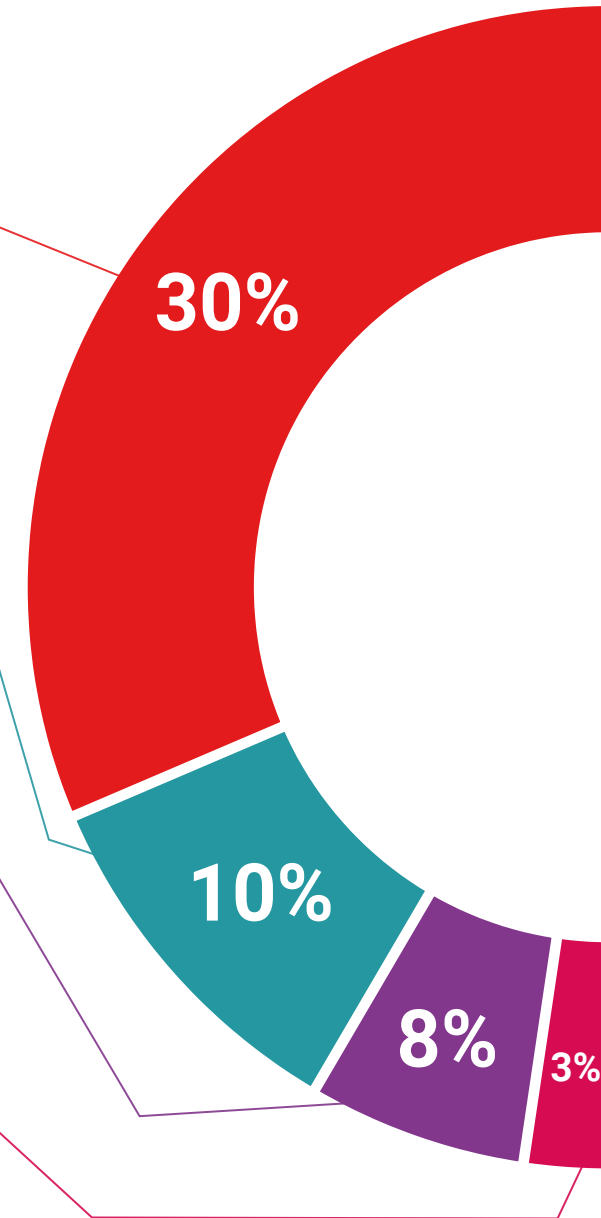
Management Skills Exercises

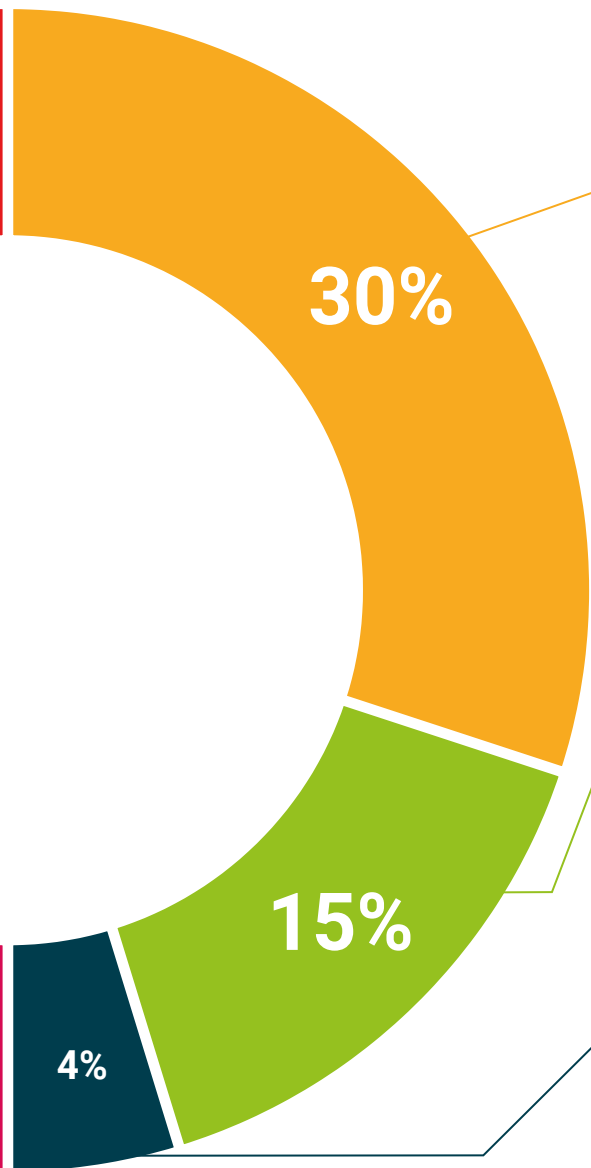
They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.



Additional Reading

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





Case Studies

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



Interactive Summaries

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

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



Testing & Retesting

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



08

Our Students' Profiles

This Executive Master's Degree is aimed at university graduates, postgraduates and degree holders who have previously completed any of the following qualifications in the field of social and legal sciences, administration and economics, as well as those graduates from other related fields with experience in this sector, who wish to deepen and update their knowledge in the field of Advertising and Public Relations.

This program uses a multidisciplinary approach as the students have a diverse set of academic profiles and represent multiple nationalities.

The Professional Master's Degree is also open to professionals who, being university graduates in any area, have two years of work experience in a related field.





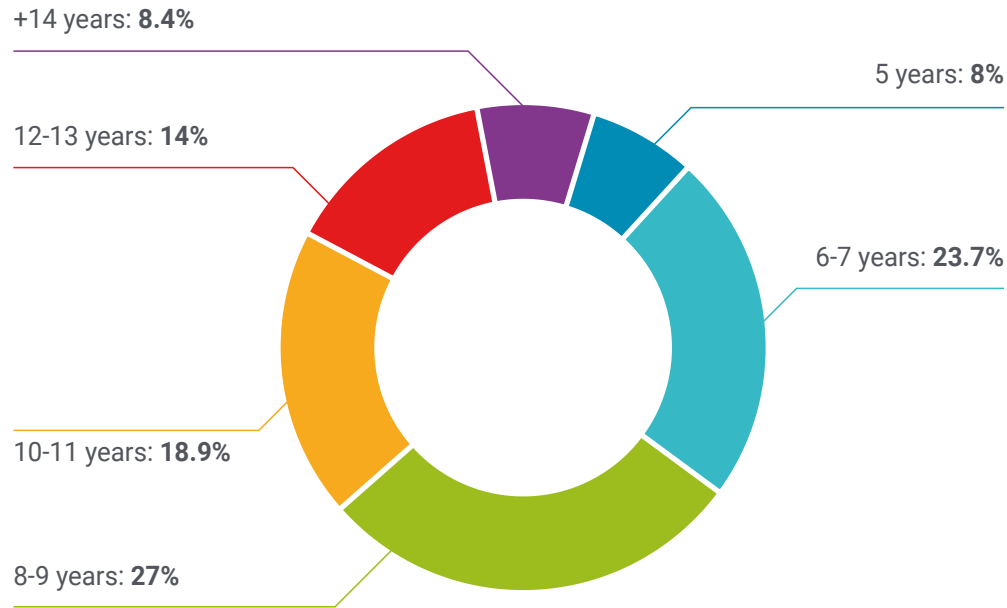
“

By taking this Executive Master's Degree from TECH, you will advance one step further in your professional career towards excellence in the sector, becoming part of the elite"

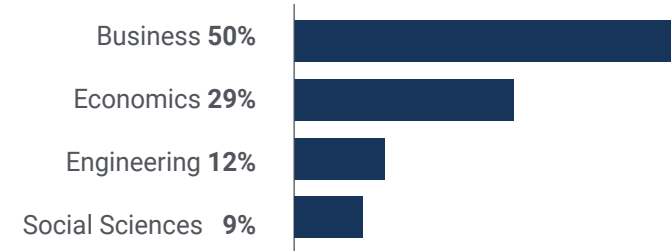
Average Age

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

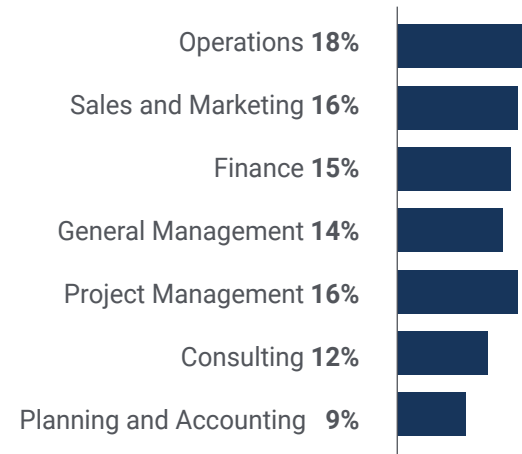
Years of Experience



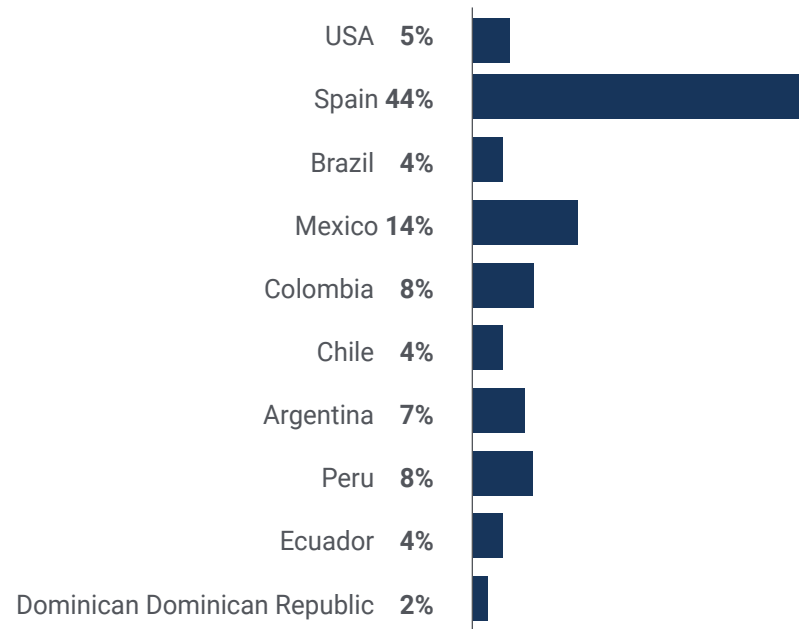
Training



Educational Profile



Geographical Distribution



Ainhoa Martínez

PR. Junior

"From this Professional Master's Degree MBA in Advertising and Public Relations Management I highlight its updated content and its innovative methodology. I have learned a lot about the fundamentals of the advertising system comfortably from home, alternating studies with work experience in an agency. I am delighted, I recommend it!"

09

Course Management

TECH is continually committed to academic excellence. For this reason, each of its programs has teaching teams of the highest prestige. These experts have extensive experience in their professional fields and, at the same time, have achieved significant results with their empirical research and field work. In addition, these specialists play a leading role within the university program, as they are responsible for selecting the most up-to-date and innovative content for inclusion in the syllabus. At the same time, they participate in the development of numerous multimedia resources of high pedagogical rigor.



“

A complete teaching staff, composed of experts with extensive experience, will be at your disposal in this TECH program”

International Guest Director

Amanda Coffee is a leading communications and public relations expert, with a career marked by her leadership in global media relations management. As Director of Global Media Relations at Under Armour, she has specialized in coordinating media relations for the CEO, as well as leading brand communications and establishing strategic partnerships. In fact, her focus has been on co-creating narratives with athletes associated with the brand, highlighting the innovation, performance and style that Under Armour has promoted.

In addition, throughout her career, she has accumulated solid experience in corporate communications management for large multinationals. For example, she has held the position of Director of Global Corporate Affairs at PayPal Holdings, Inc. where she managed global communications tactics, earned media and executive social media, overseeing the company's employer brand. She has also played a pivotal role as Corporate Communications Leader at eBay Inc. working on retail innovation issues. In addition, she is an outstanding Media Consultant for the American Association of University Women (AAUW), a non-profit organization.

Amanda Coffee has also demonstrated her ability in the academic and professional environment, with her participation in high-impact projects. Her work in the creation of communication models for important launches and her ability to manage complex relationships have been key elements in her success. She has also been recognized internationally for her ability to manage and enhance the visibility of brands through innovative strategies. In this sense, she continues to influence the field of communications and public relations, bringing her experience and knowledge to each new challenge.



Ms. Coffee, Amanda

- Director of Global Media Relations, Under Armour, New York, USA
- Director of Global Corporate Communications at Paypal, Inc.
- Corporate Communications Leader at eBay Inc.
- Media Consultant for the American Association of University Women
- Client Staff Assistant and Technology Public Relations Intern at Burson-Marsteller
- B.A. in Mass Communications from the University of California

“

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

International Guest Director

With over 20 years of experience in designing and leading global **talent acquisition teams**, Jennifer Dove is an expert in **technology recruitment and strategy**. Throughout her career, she has held senior positions in several technology organizations within Fortune 50 companies such as NBC Universal 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 HR 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, it has been recognized for its ability to lead organizational transformations, **integrate technologies into recruitment processes** and develop leadership programs that prepare institutions for future challenges. She has also successfully implemented **wellness programs** that have significantly increased employee satisfaction and retention.



Ms. Dove, Jennifer

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

“

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

International Guest Director

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

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

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



Mr. Gauthier, Rick

- Regional IT Director - Amazon, Seattle , USA
- Senior Program Manager at Amazon
- Vice President, 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

- ♦ Chief Digital Officer (CDO) at Shell Energy Corporation, London, United Kingdom
- ♦ Global Head of eCommerce and Customer Service at Shell Energy Corporation
- ♦ National Key Account Manager (Automotive OEM and Retail) for Shell in Kuala Lumpur, Malaysia
- ♦ Senior Management Consultant (Financial Services Sector) for Accenture from Singapore
- ♦ Graduate of the University of Leeds
- ♦ Postgraduate Diploma in Business Applications of AI for Senior Executives from London Business School
- ♦ CCXP Customer Experience Professional Certification
- ♦ Executive Digital Transformation Course by IMD

“

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

International Guest Director

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

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

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

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



Mr. Arens, Manuel

- Global Procurement Manager at Google, California, United States
- Senior Manager, B2B Analytics and Technology - Google, USA
- Sales Director - Google, Ireland
- Senior Industry Analyst - 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 teaching 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 accessories**. 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 **campaigns**. He has also been in charge of the **terms, costs, processes and delivery times** of different operations.

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



Mr. La Sala, Andrea

- Global Brand and Merchandising Director 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 the Università degli Studi del Piemonte Orientale

“

The most qualified and experienced international professionals are waiting for you at TECH to offer you a first class education, 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 Dataanalysis**. 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 Luminat's new API for Shopper and Channel insights.

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



Mr. Gram, Mick

- ♦ Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- ♦ Business Intelligence Solutions Architect for Walmart Data Café
- ♦ Independent Business Intelligence and Data Science Consultant
- ♦ Business Intelligence Director at Capgemini
- ♦ Chief Analyst at Nordea
- ♦ Chief Business Intelligence Consultant for SAS
- ♦ Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- ♦ Executive MBA in e-commerce at the University of Copenhagen
- ♦ Bachelor's Degree and Master's Degree in Mathematics and Statistics at the University of Copenhagen

“

Study at the world's best online university 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

- Digital Marketing Director at Warner Bros. Discovery, Burbank, United States
- Traffic Manager at Warner Bros. Entertainment.
- Master's Degree in Creative Writing from the University of California
- Degree in Telecommunications from the University of Florida

“

Achieve your academic and professional goals with the best qualified experts in the world! The teachers of this MBA will guide you throughout the learning process"

International Guest Director

Awarded with the “International Content Marketing Awards” for her creativity, leadership and quality of her informative contents, Wendy Thole-Muir is a recognized Communication Director highly specialized in the field of Reputation Management.

In this sense, she has developed a solid professional career of more than two decades in this field, which has led her to be part of prestigious international reference entities such as Coca-Cola. Her role involves the supervision and management of corporate communication, as well as the control of the organizational image. Among her main contributions, she has led the implementation of the Yammer internal interaction platform. Thanks to this, employees increased their commitment to the brand and created a community that significantly improved the transmission of information.

On the other hand, she has been in charge of managing the communication of the companies’ strategic investments in different African countries. An example of this is that she has managed dialogues around significant investments in Kenya, demonstrating the commitment of the entities to the economic and social development of the country. At the same time, she has achieved numerous recognitions for her ability to manage the perception of the firms in all the markets in which it operates. In this way, she has ensured that companies maintain a high profile and consumers associate them with high quality.

In addition, in her firm commitment to excellence, she has actively participated in renowned global Congresses and Symposiums with the objective of helping information professionals to stay at the forefront of the most sophisticated techniques to develop successful strategic communication plans. In this way, she has helped numerous experts to anticipate institutional crisis situations and to manage adverse events in an effective manner.



Ms. Thole-Muir, Wendy

- ♦ Director of Strategic Communications and Corporate Reputation at Coca-Cola, South Africa
- ♦ Head of Corporate Reputation and Communications at ABI at SABMiller de Lovania, Belgium
- ♦ Communications Consultant at ABI, Belgium
- ♦ Reputation and Communications Consultant at Third Door in Gauteng, South Africa
- ♦ Master's Degree in Social Behavioral Studies, University of South Africa
- ♦ Master's Degree in Sociology and Psychology, University of South Africa
- ♦ Bachelor of Arts in Political Science and Industrial Sociology from the University of KwaZulu-Natal, South Africa
- ♦ Bachelor of Arts in Psychology from the University of South Africa

“

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

10

Impact on Your Career

TECH Technological University is aware of the fact that taking a program of these characteristics implies a great economic, professional and personal investment on the part of the students. The ultimate goal of carrying out this great effort should be to achieve professional growth, so that the professional's job placement or promotion in this sector is in line with expectations. TECH is Global University committed to this objective and achieves it through the design of competitive programs, an innovative methodology and the best experts in the sector.



“

It's time for you to invest in learning this Executive Master's Degree and turn your professional career around with the security of being focused with the best, with TECH"

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

The MBA in Advertising and Public Relations Management at TECH Technological University is an intensive program that prepares students to face challenges and business decisions in the field of Advertising and within data and information generation systems. Therefore, its main objective is to promote the student's personal and professional growth in order to achieve success in this field of work.

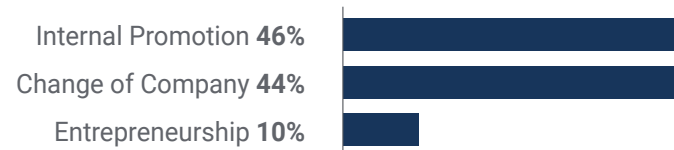
Do not miss this opportunity offered by TECH and immerse yourself in the world of successful Advertising.

If you want to make a positive change in your profession, the MBA in Advertising and Public Relations Management will help you achieve it.

Time of Change



Type of change



Salary increase

This program represents a salary increase of more than **25.55%** for our students



11

Benefits for Your Company

The MBA in Advertising and Public Relations Management contributes to elevating the organization's talent to its maximum potential through the education of high-level leaders.

Participating in this Professional Master's Degree is a unique opportunity to access a powerful network of contacts in which to find future professional partners, customers or suppliers.





“

Grow within your company. Learn and apply the persuasive techniques you will learn in this Executive Master's Degree program in communication strategies and you will rise quickly”

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

01

Growth of talent and intellectual capital

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

02

Retaining high-potential executives to avoid talent drain

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

03

Building agents of change

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

04

Increased international expansion possibilities

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



05

Project Development

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

06

Increased competitiveness

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

12 Certificate

The MBA in Advertising and Public Relations Management guarantees students, in addition to the most rigorous and up-to-date education, access to a Executive Master's Degree issued by TECH Technological University.



“

Successfully complete this program and receive your university qualification without having to travel or fill out laborious paperwork"

This **MBA in Advertising and Public Relations Management** contains the most complete and up-to-date program on the market.

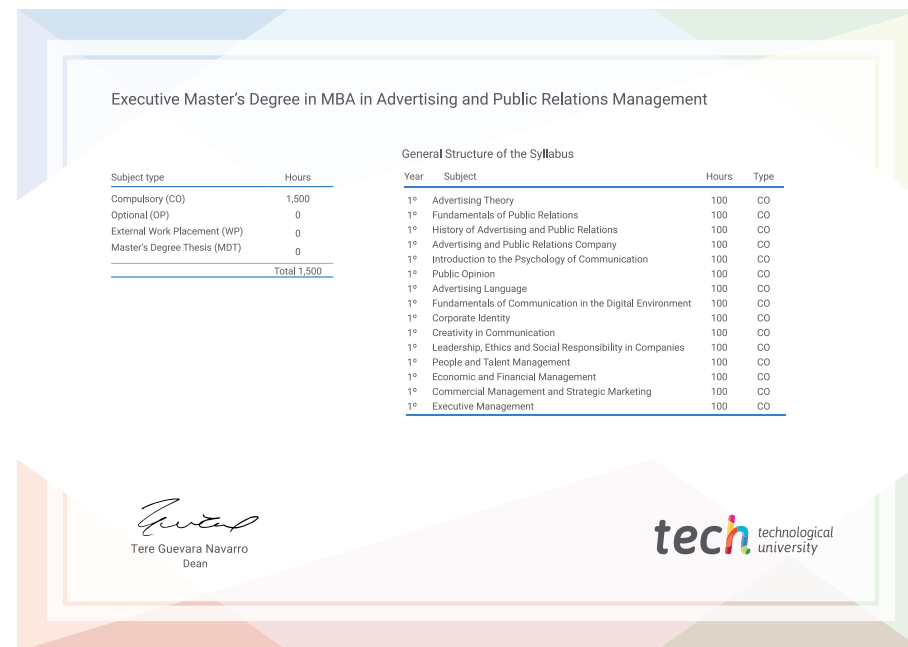
After the student has passed the assessments, they will receive their corresponding **Executive Master's Degree** issued by **TECH Technological University** by tracked delivery.

The diploma issued by **TECH Technological University** will express the qualification obtained in the Executive Master's Degree and meets the requirements commonly demanded by job exchanges, competitive examinations and professional career evaluation committees.

Title: **Executive Master's Degree in MBA in Advertising and Public Relations Management**

Modality: **online**

Duration: **12 months**



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



Executive Master's Degree MBA in Advertising and Public Relations Management

- » Modality: **online**
- » Duration: **12 months**
- » Certificate: **TECH Global University**
- » Schedule: **at your own pace**
- » Exams: **online**

Executive Master's Degree

MBA in Advertising and Public Relations Management

