

# Advanced Master's Degree Senior Management of Creative Industries



## Advanced Master's Degree Senior Management of Creative Industries

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

Website: [www.techtute.com/us/videogames-design/advanced-master-degree/advanced-master-degree-senior-management-creative-industries](http://www.techtute.com/us/videogames-design/advanced-master-degree/advanced-master-degree-senior-management-creative-industries)

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# 01

# Introduction

The creative industries are beginning to carve out a niche for themselves in the international market as a discipline in their own right. These companies, focused on innovation, are part of consumers daily lives, especially during their leisure time, as is the case, for example, with video game companies. However, their growth has been so dizzying that they need not only the best creative teams, but also the best managers. For this reason, TECH offers professionals in the sector this academic program, in which they can specialize in senior management to achieve this programmed and sustainable growth that benefits the entire company.





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*Lead your video game company from a creative, innovative and international perspective, and improve your results and public favor”*

The video game industry, as a creative sector, has been acquiring a great weight in society. More and more people enjoy this leisure option and are attentive to get the latest news, since it is so important worldwide that it generates millions as an economic sector, reaching thousands of homes every day. Its exponential growth, which is expected to continue to increase, makes it one of the most prosperous sectors. This makes it necessary for professionals to specialize not only in matters of creativity, innovation and new tools applied to video game design, but it is essential to achieve that much-needed education in business material.

Therefore, professionals who wish to start their own business or directly manage one of the main companies in the sector, such as Sony, Nintendo or Ubisoft, will find in this Advanced Master's Degree a unique opportunity to learn how to manage this type of companies, acquiring specialized knowledge in Business Administration and creative industries that will be essential for their professional growth. In this sense, aspects such as Executive Management, logistics or personnel management, commercial and Marketing management or information systems are joined in this very complete syllabus to the most creative aspects, such as Branding, Futures Thinking methodologies, new products and creative companies or entrepreneurship in the sector.

This makes this program one of the most important in the current academic panorama. A unique educational program that focuses on the most practical aspects of teaching, so that students will have access to a multitude of resources with which they can study as if they were facing real situations, being able to comfortably consolidate the theoretical concepts. In addition, they will be more qualified to be able to apply everything they have learned in their daily practice, achieving a comprehensive management of video game companies that will be very useful to achieve their goals and position them as industry benchmarks. In addition, one of the main advantages of this program is that it will be studied 100% online, without the need for transfers or specific schedules, so that the students can self-manage their study, planning their schedule and pace of learning, which will be very useful to be able to balance it with the rest of their daily obligations.

This **Advanced Master's Degree in Senior Management of Creative Industries** contains the most complete and up-to-date program on the market. Its most notable features are:

- ◆ The development of case studies presented by experts in creative companies and video games
- ◆ The graphic, schematic and practical contents of the book contain theoretical and practical information on those disciplines that are essential for professional practice
- ◆ Practical exercises where self-assessment can be used to improve learning
- ◆ Its special emphasis on innovative methodologies in the management of creative industries
- ◆ Theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ◆ Content that is accessible from any fixed or portable device with an Internet connection



*The increased competitiveness in the video game industry is forcing professionals to improve their business skills in order to increase their profits"*

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*This program is the perfect combination of business management and creative industries education, which will allow you to gain a deep understanding of the market and achieve maximum profits for your company"*

Its teaching staff includes professionals from the video game sector, who bring their work experience to this program, as well as renowned specialists from leading companies and prestigious universities.

The multimedia content, developed with the latest educational technology, will provide the professional with situated and contextual learning, i.e., a simulated environment that will provide an immersive learning experience designed to prepare for real-life situations.

This program is designed around Problem-Based Learning, whereby the student must try to solve the different professional practice situations that arise throughout the program. For this purpose, the professional will be assisted by an innovative interactive video system created by renowned and experienced experts.

*Large video game companies rely on business professionals to manage their accounts. You could carry out the entire creative process and, in addition, control the business management.*

*You could carry out the entire creative process and, in addition, control the management of the business.*

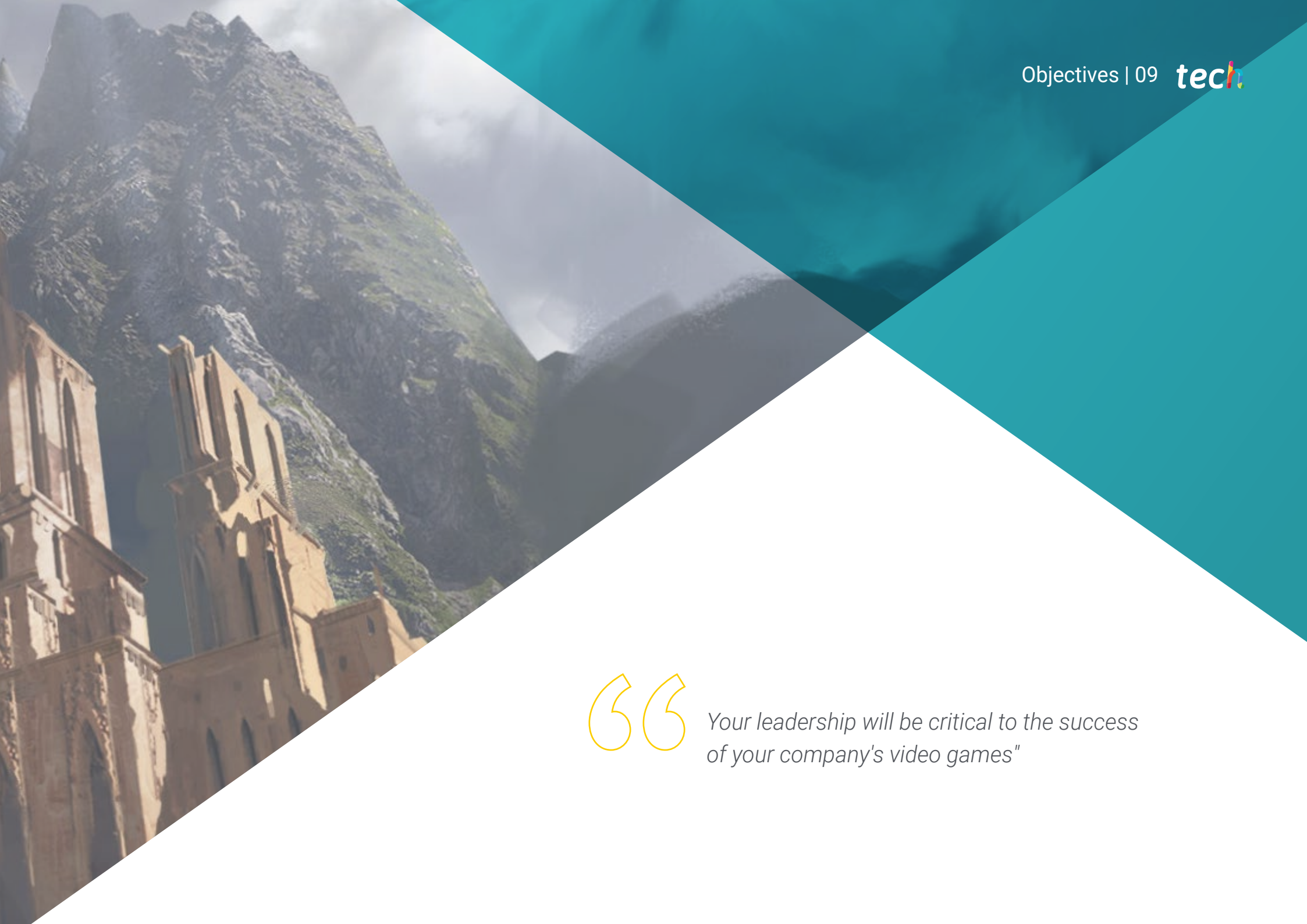


# 02 Objectives

The main objective of this TECH Advanced Master's Degree is to offer video game professionals that superior education that will allow them to create their own creative business or lead the projects of large video game companies. Therefore, thanks to this program, students will acquire the education that will allow them to manage all the departments of their company, achieving an absolute understanding of the value of each one and the synergies that must be carried out for business success.







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*Your leadership will be critical to the success of your company's video games"*



## General Objectives

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- ◆ Develop leadership skills appropriate for business management
- ◆ Understand and know how to manage the economic and financial aspects of the company
- ◆ Gain knowledge of the new creative industries
- ◆ Knowledge of regulations affecting creative and intangible products, such as intellectual and industrial property or advertising law
- ◆ Understand the process of brand creation and evolution
- ◆ Use appropriate marketing and advertising techniques to reach the target audience

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*The completion of this Advanced Master's Degree will allow you to understand the process of creating a brand. Successfully complete this program and generate your own business idea in the field of video games"*





## Specific Objectives

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### Module 1. Leadership, Ethics, and CSR.

- ◆ Develop the key leadership skills that should define working professionals
- ◆ Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community

### Module 2. Strategic Management and Executive Management

- ◆ Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- ◆ Develop the skills required to manage business activities strategically
- ◆ Be able to develop all the phases of a business idea: design, feasibility plan, execution, monitoring

### Module 3. People and Talent Management

- ◆ Understand the best way to manage the company's human resources, getting greater performance from employees that, in turn, increases the company's profits

### Module 4. Economic Financial Management

- ◆ Follow the sustainability criteria set by international standards when developing a business plan
- ◆ Design innovative strategies and policies to improve management and business efficiency

### Module 5. Operations and Logistics Management

- ◆ Develop strategies to carry out decision-making in a complex and unstable environment

- ◆ Create corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives
- ◆ Understand the economic environment in which the company operates and develop appropriate strategies to anticipate changes
- ◆ Be able to manage the company's economic and financial plan

### Module 6. Information Systems Management

- ◆ Be able to apply information and communication technologies to the different areas within a company
- ◆ Understand the logistic operations that are necessary in the business environment, so as to manage them appropriately

### Module 7. Commercial Management, Marketing, and Corporate Communication

- ◆ Carry out the marketing strategy that allows us to make our product known to our potential clients and to generate a suitable image of our company

### Module 8. Innovation and Project Management

- ◆ Create innovative strategies in line with our projects

### Module 9. New Creative Industries

- ◆ Understand how creativity and innovation have become the drivers of the economy

### Module 10. Protection of Creative and Intangible Products

- ◆ Know the legal environment related to the protection of creative and intangible products

#### **Module 11. Economic and Financial Management of Creative Companies**

- ◆ Acquire specific knowledge for the management of companies and organizations in the new context of the creative industries
- ◆ Organize and plan tasks with the use of available resources in order to face them in precise time frames

#### **Module 12. Futures Thinking: How to Transform Today from Tomorrow**

- ◆ Delve into the concept of Futures Thinking and how it can be applied to management in creative industries

#### **Module 13. Consumer or User Management in Creative Businesses**

- ◆ Provide the best services to consumers and potential users of the company's own creative business

#### **Module 14. Creative Branding: Communication and Management of Creative Brands**

- ◆ Use new information and communication technologies for proper management of creative brands

#### **Module 15. Leadership and Innovation in Creative Industries**

- ◆ Provide adequate leadership in this field, adopting innovation as a key concept in business development





#### **Module 16. Digital Transformation in the Creative Industry**

- ◆ Understand the role of digitization in the creative industries and how it can be leveraged to achieve business objectives

#### **Module 17. New Digital Marketing Strategy**

- ◆ Develop communication skills, both written and oral, as well as make effective professional presentations in daily practice

#### **Module 18. Entrepreneurship in the Creative Industries**

- ◆ Know how to manage the process of creation and implementation of novel ideas in the field of creative industries
- ◆ Possess the tools to analyze the economic, social and cultural realities in which the creative industries develop and transform today

# 03 Skills

Video game professionals who complete this TECH Advanced Master's Degree will acquire specific skills that will enable them to manage all aspects related to business management. In this way, they will be able to use different techniques and strategies to promote the growth of their company and ensure that each department meets its objectives. In this way, they will achieve that superior education that will allow them to gain access to the main companies in the sector, such as Sega, Nintendo or Ubisoft.



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*Creative companies demand highly qualified professionals, so you can't miss the opportunity to specialize in TECH”*



## General Skills

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- ◆ Control all areas of the company in an adequate manner
- ◆ Use the most appropriate techniques and tools to achieve the company's objectives
- ◆ Carry out an adequate follow-up of all company departments
- ◆ Work in companies in the creative sector, knowing how to successfully manage them
- ◆ In-depth knowledge of the functioning and global context of the new creative industries

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*If you dream of running a major video game company, don't wait any longer. Study at TECH, and get the necessary education that will open the doors to the entertainment industry”*







## Specific Skills

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- ◆ Manage a company as a whole, applying leadership techniques that influence the employees' performance, in such a way that the company's objectives are achieved
- ◆ Be part of and lead the company's corporate and competitive strategy
- ◆ Correctly manage teams to improve productivity and, therefore, the company's profits
- ◆ Control the company's logistics processes, as well as purchasing and procurement
- ◆ Delve into the new business models associated with information systems
- ◆ Apply the most appropriate strategies to support e-commerce of the company's products
- ◆ Focus on innovation in all processes and areas of the company
- ◆ Have in-depth knowledge of all aspects of creative product protection, from intellectual property protection to advertising law
- ◆ Perform a correct economic and financial management of companies in the creative industry
- ◆ Know how to calculate profit, profitability and costs within projects for the creative industry
- ◆ Possess complete competencies in Future Thinking methodology in order to be able to apply its benefits in daily work
- ◆ Perform a correct change management and prediction of the future of creative industry companies
- ◆ Efficient consumer management of creative businesses
- ◆ Comprehensive communication management for companies in the creative industry
- ◆ Be an active part of the branding process in creative companies
- ◆ Have in-depth knowledge that allows the professional to manage the digitalization process in the creative industries
- ◆ Apply innovative digital marketing strategies for creative businesses
- ◆ Entrepreneurship within the creative industry, making the most of your primary idea

# 04

# Course Management

This Advanced Master's Degree in Senior Management of Creative Industries at TECH has been designed by a first-class teaching staff. Professors with extensive academic and professional experience have compiled, in a single program, the most innovative concepts and strategies for the management of this type of companies. In this way, the teachers will guide the students through quality teaching, in which theory is combined with practical exercises to achieve real and effective learning.



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*This great team of specialists in creative business management, selected for their professional and academic experience, will guide you through the main developments in the sector"*

## International Guest Director

S. Mark Young is an internationally renowned expert who has focused his research career on the Entertainment Industry. His results have received numerous awards, including the 2020 Lifetime Achievement Award in Accounting and Management from the American Accounting Association. He has also been honored three times for his contributions to the academic literature in these fields.

One of the most outstanding milestones of his career was the publication of the study "Narcissism and Celebrities", together with Dr. Drew Pinsky. This text compiled direct data on famous personalities from Cinema or Television. In addition, in the article, which would later become a best-selling book, the expert analyzed the narcissistic behaviors of celluloid stars and how these have become normalized in the modern media. At the same time, he addressed the impact of these on contemporary youth.

Also throughout his professional life, Young has delved into organization and concentration in the film industry. Specifically, he has investigated models for predicting the box-office success of major motion pictures. He has also contributed to activity-based accounting and the design of control systems. In particular, he is recognized for his influence in the implementation of effective management based on Balanced Scorecard.

Likewise, academic work has also shaped his professional life, and he has been elected to lead the George Bozanic and Holman G. Hurt Research Chair in Sports and Entertainment Business. He has also lectured and participated in study programs related to Accounting, Journalism and Communications. At the same time, his undergraduate and graduate studies have linked him to prestigious American universities such as Pittsburgh and Ohio.



## Dr. Young, S. Mark

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- ♦ Director of the George Bozanic and Holman G. Hurt Chair in Sports and Entertainment Business
- ♦ Official Historian of the University of Southern California Men's Tennis Team
- ♦ Academic researcher specializing in the development of predictive models for the motion picture industry
- ♦ Co-author of book "Narcissism and Celebrities"
- ♦ Ph.D. in Accounting Science from the University of Pittsburgh
- ♦ M.S. in Accounting from The Ohio State University
- ♦ B.S. in Economics from Oberlin College
- ♦ Member of the Center for Excellence in Teaching

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

## Management



### Dr. Velar, Marga

- ◆ Director of Corporate Marketing at SGN Group (New York)
- ◆ Forefashion Lab Address
- ◆ Professor at Villanueva University Center, at ISEM Fashion Business School and at the School of Communication of the University of Navarra
- ◆ PhD. in Communication from Universidad Carlos III de Madrid
- ◆ Degree in Audiovisual Communication with a diploma in Fashion Communication and Management from Centro Universitario Villanueva, Universidad Complutense, Madrid
- ◆ MBA in Fashion Business Management by ISEM Fashion Business School



### **Mr. Ledesma Carrillo, Carlos Atxoña**

- ♦ Responsible for the International / Legal Area at Transporte Interurbanos de Tenerife S.A.U.
- ♦ Legal manager in Avalon Biz Consulting
- ♦ Rgpd trainer at ESFOCC (Canary Islands Superior School of Training and Qualification)
- ♦ Legal Advisor in Interurban Transports of Tenerife S.A.U.
- ♦ Law Degree from the University of La Laguna. Santa Cruz de Tenerife. Tenerife
- ♦ Integrated management of quality, environment and occupational safety - School of business Fyde Caja Canarias. Santa Cruz de Tenerife, Tenerife
- ♦ Strategic business planning - Connect Americas. Washington, United States
- ♦ Expert degree in labor management - European School of Management and Business. Madrid
- ♦ Diploma in knowledge management in the company - Training without barriers and Rey Juan Carlos I University. Madrid, Spain
- ♦ MBA - Master's Degree in Business Administration and Management at the European University of the Canary Islands. La Orotava, Tenerife

## Professors

### Ms. Eyzaguirre Vilanova, Carolina

- ◆ Legal counsel to the CEO of Eley Hawk Company
- ◆ Professor at the Madrid Bar Association in the Master's Degree in Digital Law, Innovation and Emerging Technologies
- ◆ Legal advice in the field of advertising law for Autocontrol (Association for the Self-Regulation of Commercial Communication)
- ◆ Designer in multiple projects for companies such as Estudio Mariscal, RBA Ediciones (National Geographic and El Mueble magazines) or Laboratorios Echevarne
- ◆ Degree in Law and Design from Pompeu Fabra University, Barcelona
- ◆ Specialized in Intellectual Property with an Official Master's Degree from Universidad Pontificia Comillas (ICADE) in Madrid

### Mr. Sanjosé, Carlos

- ◆ Head of Digital at MURPH
- ◆ Content creator for more than 8 years at Liceo25, parent company of online media such as 25 Gramos, Fleek Mag, Lenders Magazine or Libra, among others
- ◆ Specialist in digital marketing and strategy, Social Media & Social Ads, e-commerce platforms and email marketing
- ◆ Degree in Advertising and Public Relations

### Dr. San Miguel, Patricia

- ◆ Director and creator of the digital impact analysis observatory for fashion brands Digital Fashion Brands
- ◆ Professor of digital marketing at ISEM Fashion Business School and the University of Navarra
- ◆ PhD from the University of Navarra
- ◆ Degree in Advertising and Public Relations from the Complutense University of Madrid
- ◆ Executive Fashion MBA by ISEM
- ◆ Writer of the book Influencer Marketing

### Ms. Bravo, Sandra

- ◆ Lecturer at different universities and business schools in the fashion and luxury industry.
- ◆ Trend Forecasting and Customer Insight Expert
- ◆ Sociologist and economist from the University of Salamanca.
- ◆ Executive Master's Degree in Fashion Business Management by ISEM Fashion Business School
- ◆ Social Innovation, Sustainability and Reputation of Fashion Companies Program at ISEM
- ◆ PhD Candidate in Applied Creativity from the University of Navarra

### Mr. Justo, Rumén

- ◆ Advisor to companies and entrepreneurs at the University of La Laguna (EmprendeULL)
- ◆ Founder of JR Producciones, a production company
- ◆ Co-founder of E-MOVE, E-CARS and SENDA ECOWAY Start-Ups
- ◆ Chief Executive Officer of SENDA ECOWAY
- ◆ Accredited Mentor of the Mentoring Network of Spain at the CEOE
- ◆ Lean Coach at Olympo Boxes, Santa Cruz de Tenerife Chamber of Commerce
- ◆ Degree in Business Administration
- ◆ Master's Degree in PRL by SGS
- ◆ Postgraduate in Technology Surveillance
- ◆ Postgraduate in Roadmapping by the UPC
- ◆ Postgraduate Diploma in Human Resources Management by the University of Vigo



**Ms. Arroyo Villoria, Cristina**

- ◆ Partner and director of projects and entrepreneurship at the creative industries factory
- ◆ Strategic planning, business development, communication and marketing strategy
- ◆ Bachelor's Degree in Labor Sciences from the University of Valladolid
- ◆ Professional Master's Degree in Human Resources Management from the San Pablo CEU Business School
- ◆ Professional Master's Degree in Educational Technology by the Bureau Veritas Business School

**Dr. Paule Vianez, Jessica**

- ◆ Professor of Finance / Department of Business Economics at the Universidad Rey Juan Carlos
- ◆ PhD with International Mention in Social and Legal Sciences from the International Doctoral School of the Universidad Rey Juan Carlos
- ◆ Degree in Finance and Accounting from the University of Extremadura
- ◆ Degree in Business Administration and Management from Universidad de Extremadura
- ◆ Professional Master's Degree in Statistical Computational Information Processing from the Complutense University of Madrid

**Ms. Gallego Martínez, Ana Belén**

- ◆ Independent Consultant Belen Galmar Business Accompaniment
- ◆ Law Degree from Universidad Complutense de Madrid
- ◆ MBA - Master's Degree in Business Administration, specializing in financial management from Camilo José Cela University
- ◆ Digital Transformation Executive Program by the School of Industrial Organization (Escuela de Organización Industrial)

**Ms. González, Mónica**

- ◆ Financial Director of the bank Cajasieta in Tenerife, Canary Islands
- ◆ Co-founder of the Stock Market Investment Club of the Business School
- ◆ Degree in Business Management and Administration from the University of Las Palmas de Gran Canaria, having completed the Specialization in Finance
- ◆ Diploma in Business Studies by Las Palmas de Gran Canaria University
- ◆ Member No. 1554 of the College of Economists of Santa Cruz de Tenerife
- ◆ Master's Degree in Taxation and Tax Consultancy by the Centro de Estudios Financieros in collaboration with the Spanish Association of Tax Advisors
- ◆ Executive Master's Degree in Financial Management and Advanced Finance from the Higher Institute of Banking Techniques and Practices with an outstanding qualification
- ◆ Expert Program in Financial Planning and Management Control in Banking by International Financial Analysts (AFI)
- ◆ Business Angels training program organized by the Technological and Scientific Park of Tenerife
- ◆ Executive Development Program in Portfolio Management by International Financial Analysts

# 05

# Structure and Content

Video games are one of the most creative industries in existence. They are so important today that they have managed to carve out a niche in the international economic market. This is why more and more people want to specialize in the top management of these companies, to be able to manage all the intrinsic aspects of the business that will give them a competitive advantage and place them among the companies with the highest annual profits. This syllabus aims to provide video game specialists with all the necessary knowledge to lead teams and manage each of the departments of a company of this type.





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*An innovative content with which to make a successful academic journey through the concepts and strategies of the top management of creative companies"*

## Module 1. Leadership, Ethics, and CSR.

- 1.1. Globalization and Governance
  - 1.1.1. Globalization and Trends: Internationalization of Markets
  - 1.1.2. Economic Environment and Corporate Governance
  - 1.1.3. Accountability
- 1.2. Leadership
  - 1.2.1. Intercultural Environment
  - 1.2.2. Leadership and Management
  - 1.2.3. Management Roles and Responsibilities
- 1.3. Business Ethics
  - 1.3.1. Ethics and Integrity
  - 1.3.2. Ethical Behavior in Companies
  - 1.3.3. Deontology, Codes of Ethics and Codes of Conduct
  - 1.3.4. Fraud and Corruption Prevention
- 1.4. Sustainability
  - 1.4.1. Business and Sustainable Development
  - 1.4.2. Social, Environmental, and Economic Impact
  - 1.4.3. The 2030 Agenda and the SDGs
- 1.5. Corporate Social Responsibility
  - 1.5.1. Corporate Social Responsibility
  - 1.5.2. Roles and Responsibilities
  - 1.5.3. Implementing Corporate Social Responsibility

## Module 2. Strategic Management and Executive Management

- 2.1. Organizational Analysis and Design
  - 2.1.1. Organizational Culture
  - 2.1.2. Organisational analysis
  - 2.1.3. Designing the Organizational Structure
- 2.2. Corporate Strategy
  - 2.2.1. Corporate-Level Strategy
  - 2.2.2. Types of Corporate-Level Strategies.
  - 2.2.3. Determining the Corporate Strategy
  - 2.2.4. Corporate Strategy and Reputational Image
- 2.3. Strategic Planning and Strategy Formulation
  - 2.3.1. Strategic Thinking
  - 2.3.2. Strategic Planning and Formulation
  - 2.3.3. Sustainability and Corporate Strategy
- 2.4. Strategy Models and Patterns
  - 2.4.1. Wealth, Value, and Return on Investments
  - 2.4.2. Corporate: Methodologies Strategy
  - 2.4.3. Growing and Consolidating the Corporate Strategy
- 2.5. Strategic Management
  - 2.5.1. Strategic Mission, Vision, and Values
  - 2.5.2. Balanced Scorecard
  - 2.5.3. Analyzing, Monitoring, and Evaluating the Corporate Strategy
  - 2.5.4. Strategic Management and Reporting
- 2.6. Implementing and Executing Strategy
  - 2.6.1. Strategic Implementation: Objectives, Actions and Impacts
  - 2.6.2. Supervision and Strategic Alignment
  - 2.6.3. Continuous Improvement Approach
- 2.7. Executive Management
  - 2.7.1. Integrating Functional Strategies into the Global Business Strategies
  - 2.7.2. Executive Management and Process Development
  - 2.7.3. Knowledge Management
- 2.8. Analysis and Resolution of Cases/Problems
  - 2.8.1. Problem Solving Methodology
  - 2.8.2. Case Method
  - 2.8.3. Positioning and Decision-Making

### Module 3. People and Talent Management

- 3.1. Organizational Behavior
  - 3.1.1. Organizational Theory
  - 3.1.2. Key Factors for Change in Organizations
  - 3.1.3. Corporate Strategies, Types, and Knowledge Management
- 3.2. Strategic People Management
  - 3.2.1. Job Design, Recruitment, and Selection
  - 3.2.2. Human Resources Strategic Plan: Design and Implementation
  - 3.2.3. Job Analysis: Design and Selection of People
  - 3.2.4. Training and Professional Development
- 3.3. Management and Leadership Development
  - 3.3.1. Management Skills: 21st Century Skills and Abilities
  - 3.3.2. Non-Managerial Skills
  - 3.3.3. Map of Skills and Abilities
  - 3.3.4. Leadership and People Management
- 3.4. Change Management
  - 3.4.1. Performance Analysis
  - 3.4.2. Strategic Approach
  - 3.4.3. Change Management: Key Factors, Process Design and Management
  - 3.4.4. Continuous Improvement Approach
- 3.5. Negotiation and Conflict Management
  - 3.5.1. Negotiation Objectives: Differentiating Elements
  - 3.5.2. Effective Negotiation Techniques
  - 3.5.3. Conflicts: Factors and Types
  - 3.5.4. Efficient Conflict Management: Negotiation and Communication
- 3.6. Executive Communication
  - 3.6.1. Performance Analysis
  - 3.6.2. Leading Change. Resistance to Change
  - 3.6.3. Managing Change Processes
  - 3.6.4. Managing Multicultural Teams

- 3.7. Team Management and People Performance
  - 3.7.1. Multicultural and Multidisciplinary Environment
  - 3.7.2. Team and People Management
  - 3.7.3. Coaching and People Performance
  - 3.7.4. Executive Meetings: Planning and Time Management
- 3.8. Knowledge and Talent Management
  - 3.8.1. Identifying Knowledge and Talent in Organizations
  - 3.8.2. Corporate Knowledge and Talent Management Models
  - 3.8.3. Creativity and Innovation

### Module 4. Economic Financial Management

- 4.1. Economic Environment
  - 4.1.1. Organizational Theory
  - 4.1.2. Key Factors for Change in Organizations
  - 4.1.3. Corporate Strategies, Types, and Knowledge Management
- 4.2. Executive Accounting
  - 4.2.1. International Accounting Framework
  - 4.2.2. Introduction to the Accounting Cycle
  - 4.2.3. Company Financial Statements
  - 4.2.4. Analysis of Financial Statements: Decision-Making.
- 4.3. Budget and Management Control
  - 4.3.1. Budgetary Planning
  - 4.3.2. Management Control: Design and Objectives
  - 4.3.3. Supervision and Reporting
- 4.4. Corporate Tax Responsibility
  - 4.4.1. Corporate Tax Responsibility
  - 4.4.2. Tax Procedure: A Case-Country Approach
- 4.5. Corporate Control Systems
  - 4.5.1. Types of Control
  - 4.5.2. Regulatory Compliance
  - 4.5.3. Internal Auditing
  - 4.5.4. External Auditing

- 4.6. Financial Management
  - 4.6.1. Introduction to Financial Management
  - 4.6.2. Financial Management and Corporate Strategy
  - 4.6.3. Chief Financial Officer (CFO): Managerial Skills
- 4.7. Financial Planning
  - 4.7.1. Business Models and Financing Needs
  - 4.7.2. Financial Analysis Tools
  - 4.7.3. Short-Term Financial Planning
  - 4.7.4. Long-Term Financial Planning
- 4.8. Corporate Financial Strategy
  - 4.8.1. Corporate Financial Investments
  - 4.8.2. Strategic Growth: Types
- 4.9. Macroeconomic Context
  - 4.9.1. Macroeconomic Analysis
  - 4.9.2. Economic Indicators
  - 4.9.3. Economic Cycle
- 4.10. Strategic Financing
  - 4.10.1. Banking Business: Current Environment
  - 4.10.2. Risk Analysis and Management
- 4.11. Money and Capital Markets
  - 4.11.1. Fixed Income Market
  - 4.11.2. Variable Income Market
  - 4.11.3. Valuation of Companies
- 4.12. Analysis and Resolution of Cases/Problems
  - 4.12.1. Problem Solving Methodology
  - 4.12.2. Case Method



## Module 5. Operations and Logistics Management

- 5.1. Operations Management
  - 5.1.1. Define the Operations Strategy
  - 5.1.2. Supply Chain Planning and Control
  - 5.1.3. Indicator Systems
- 5.2. Purchasing Management
  - 5.2.1. Stock Management
  - 5.2.2. Warehouse Management
  - 5.2.3. Purchasing and Procurement Management
- 5.3. Supply Chain Management (1)
  - 5.3.1. Costs and Efficiency of the Operations Chain
  - 5.3.2. Change in Demand Patterns
  - 5.3.3. Change in Operations Strategy
- 5.4. Supply Chain Management (2). Implementation
  - 5.4.1. Lean Manufacturing/Lean Thinking
  - 5.4.2. Logistics Management
  - 5.4.3. Purchasing
- 5.5. Logistical Processes
  - 5.5.1. Organization and Management by Processes
  - 5.5.2. Procurement, Production, Distribution
  - 5.5.3. Quality, Quality Costs, and Tools
  - 5.5.4. After-Sales Service
- 5.6. Logistics and Customers
  - 5.6.1. Demand Analysis and Forecasting
  - 5.6.2. Sales Forecasting and Planning
  - 5.6.3. Collaborative Planning Forecasting & Replacement
- 5.7. International Logistics
  - 5.7.1. Customs, Export and Import Processes
  - 5.7.2. Methods and Means of International Payment
  - 5.7.3. International Logistics Platforms

- 5.8. Competing through Operations
  - 5.8.1. Innovation in Operations as a Competitive Advantage in the Company
  - 5.8.2. Emerging Technologies and Sciences
  - 5.8.3. Information Systems in Operations

## Module 6. Information Systems Management

- 6.1. Information Systems Management
  - 6.1.1. Business Information Systems
  - 6.1.2. Strategic Decisions
  - 6.1.3. The Role of the CIO
- 6.2. Information Technology and Business Strategy
  - 6.2.1. Company and Industry Sector Analysis
  - 6.2.2. Online Business Models
  - 6.2.3. The Value of IT in a Company
- 6.3. IS Strategic Planning
  - 6.3.1. The Process of Strategic Planning
  - 6.3.2. Formulating the IS Strategy
  - 6.3.3. Strategy Implementation Plan
- 6.4. Information Systems and Business Intelligence
  - 6.4.1. CRM and Business Intelligence
  - 6.4.2. Business Intelligence Project Management
  - 6.4.3. Business Intelligence Architecture
- 6.5. New ICT-Based Business Models
  - 6.5.1. Technology-Based Business Models
  - 6.5.2. Innovation Abilities
  - 6.5.3. Redesigning the Value Chain Processes
- 6.6. E-Commerce
  - 6.6.1. E-Commerce Strategic Plan
  - 6.6.2. Logistics Management and Customer Service in E-Commerce
  - 6.6.3. E-Commerce as an Opportunity for Internationalization

- 6.7. E-Business Strategies
  - 6.7.1. Social Media Strategies
  - 6.7.2. Optimizing Service Channels and Customer Support
  - 6.7.3. Digital Regulation
- 6.8. Digital Business
  - 6.8.1. Mobile E-Commerce
  - 6.8.2. Design and Usability
  - 6.8.3. e-Commerce Operations

## Module 7. Commercial Management, Marketing, and Corporate Communication

- 7.1. Commercial Management
  - 7.1.1. Sales Management
  - 7.1.2. Commercial Strategy
  - 7.1.3. Sales and Negotiation Techniques
  - 7.1.4. Management of Sales Teams
- 7.2. Marketing
  - 7.2.1. Marketing and the Impact on the Company
  - 7.2.2. Basic Marketing Variables
  - 7.2.3. Marketing Plan
- 7.3. Strategic Marketing Management
  - 7.3.1. Sources of Innovation
  - 7.3.2. Current Trends in Marketing
  - 7.3.3. Marketing Tools
  - 7.3.4. Marketing Strategy and Communication with Customers
- 7.4. Sales and Communication Strategy
  - 7.4.1. Positioning and Promotion
  - 7.4.2. Public Relations
  - 7.4.3. Sales and Communication Strategy



- 7.5. Sales and Communication Strategy
  - 7.5.1. Positioning and Promotion
  - 7.5.2. Public Relations
  - 7.5.3. Sales and Communication Strategy
- 7.6. Corporate Communication
  - 7.6.1. Internal and External Communication
  - 7.6.2. Communication Departments
  - 7.6.3. Communication Managers: Managerial Skills and Responsibilities
- 7.7. Corporate Communication Strategy
  - 7.7.1. Corporate Communication Strategy
  - 7.7.2. Communication Plan
  - 7.7.3. Press Release/Clipping/Publicity Writing

## Module 8. Innovation and Project Management

- 8.1. Innovation
  - 8.1.1. Macro Concept of Innovation
  - 8.1.2. Types of Innovation
  - 8.1.3. Continuous and Discontinuous Innovation
  - 8.1.4. Training and Innovation
- 8.2. Innovation Strategy
  - 8.2.1. Innovation and Corporate Strategy
  - 8.2.2. Global Innovation Project: Design and Management
  - 8.2.3. Innovation Workshops
- 8.3. Business Model Design and Validation
  - 8.3.1. The Lean Start-up Methodology
  - 8.3.2. Innovative Business Initiative: Stages
  - 8.3.3. Financing Arrangements
  - 8.3.4. Model Tools: Empathy Map, Canvas Model, and Metrics
  - 8.3.5. Growth and Loyalty

- 8.4. Project Management
  - 8.4.1. Innovation Opportunities
  - 8.4.2. Feasibility Study and Proposal Specification
  - 8.4.3. Project Definition and Design
  - 8.4.4. Project Implementation
  - 8.4.5. Project Closure

## Module 9. New Creative Industries

- 9.1. New Creative Industries
  - 9.1.1. From the Cultural Industry to the Creative Industry
  - 9.1.2. Today's Creative Industries
  - 9.1.3. Activities and Sectors that make up the Creative Industries
- 9.2. Economic Importance of the Creative Industries Today
  - 9.2.1. Contribution
  - 9.2.2. Drivers of Growth and Change
  - 9.2.3. Job Outlook in the Creative Industries
- 9.3. New Global Context of the Creative Industries
  - 9.3.1. Radiography of the Creative Industries in the World
  - 9.3.2. Sources of Financing for the Creative Industries in each Country
  - 9.3.3. Case Studies: Management Models and Public Policies
- 9.4. Natural and Cultural Heritage
  - 9.4.1. Historical and Cultural Heritage
  - 9.4.2. By-products and Services for Museum, Archaeological and Historical Sites and Cultural Landscapes
  - 9.4.3. Intangible Cultural Heritage
- 9.5. Visual Arts
  - 9.5.1. Plastic Arts
  - 9.5.2. Photography
  - 9.5.3. Crafts

- 9.6. Performing Arts
  - 9.6.1. Theater and Dance
  - 9.6.2. Music and Festivals
  - 9.6.3. Fairs and Circuses
- 9.7. Audiovisual Media
  - 9.7.1. Movies, TV and Audiovisual Content
  - 9.7.2. Radio, Podcasts and Audio Content
  - 9.7.3. Video Games
- 9.8. Current Publications
  - 9.8.1. Literature, Essays and Poetry
  - 9.8.2. Publishers
  - 9.8.3. Press
- 9.9. Creative Services
  - 9.9.1. Design and Fashion
  - 9.9.2. Architecture and Landscaping
  - 9.9.3. Advertising
- 9.10. Connections of the Creative Economy or Orange Economy
  - 9.10.1. Concentric Circles Cascade Model
  - 9.10.2. Creative, Production and Knowledge Spillovers
  - 9.10.3. Culture at the Service of the Creative Economy

## Module 10. Protection of Creative and Intangible Products

- 10.1. Legal Protection of Intangible Assets
  - 10.1.1. Intellectual Property
  - 10.1.2. Industrial Property
  - 10.1.3. Advertising Law
- 10.2. Intellectual Property I
  - 10.2.1. Applicable Regulations
  - 10.2.2. Relevant Aspects and Issues
  - 10.2.3. Case Studies

- 10.3. Intellectual Property II
  - 10.3.1. Intellectual Property Registration
  - 10.3.2. Reservation of Rights Symbols and Other Means of Protection
  - 10.3.3. Licenses for Content Dissemination
- 10.4. Intellectual Property III
  - 10.4.1. Management Entities
  - 10.4.2. The Intellectual Property Commission
  - 10.4.3. Relevant Organizations
- 10.5. Industrial Property I: Branding.
  - 10.5.1. Applicable Regulations
  - 10.5.2. Relevant Aspects and Issues
  - 10.5.3. Real Applications
- 10.6. Industrial Property II: Industrial Designs
  - 10.6.1. Applicable Regulations
  - 10.6.2. Relevant Aspects and Issues
  - 10.6.3. Legal practice
- 10.7. Industrial Property III: Patents and Utility Models
  - 10.7.1. Applicable Regulations
  - 10.7.2. Relevant Aspects and Issues
  - 10.7.3. Study Cases
- 10.8. Intellectual and Industrial Property: Practice
  - 10.8.1. Intellectual Property vs. Industrial Property (Comparative Law)
  - 10.8.2. Practical Issues in Conflict Resolution
  - 10.8.3. Case Study: Steps to Follow
- 10.9. Advertising Law I
  - 10.9.1. Applicable Regulations
  - 10.9.2. Relevant Aspects and Issues
  - 10.9.3. Jurisprudence in Advertising Matters
- 10.10. Advertising Law II
  - 10.10.1. Advertising Self-Regulation
  - 10.10.2. Self-Control
  - 10.10.3. Advertising Jury

## Module 11. Economic and Financial Management of Creative Companies

- 11.1. The Necessary Economic Sustainability
  - 11.1.1. The Financial Structure of a Creative Company
  - 11.1.2. Accounting in a Creative Company
  - 11.1.3. Triple Balance
- 11.2. Revenues and Expenses of today's Creative Businesses
  - 11.2.1. Accounting of Costs
  - 11.2.2. Type of Costs
  - 11.2.3. Cost Allocation
- 11.3. Types of Profit in the Company
  - 11.3.1. Contribution Margin
  - 11.3.2. Break-Even Point
  - 11.3.3. Evaluation of Alternatives
- 11.4. Investment in the Creative Sector
  - 11.4.1. Investment in the Creative Industry
  - 11.4.2. Investment Appraisal
  - 11.4.3. The Van Method: Net Present Value
- 11.5. Profitability in the Creative Industry
  - 11.5.1. Economic Profitability
  - 11.5.2. Time Profitability
  - 11.5.3. Financial Profitability
- 11.6. Cash Flow: Liquidity and Solvency
  - 11.6.1. Cash Flow
  - 11.6.2. Balance Sheet and Income Statement
  - 11.6.3. Settlement and Leverage

- 11.7. Financing Formulas currently on the Creative Market
  - 11.7.1. Venture Capital Funds
  - 11.7.2. Business Angels
  - 11.7.3. Calls for Proposals and Grants
- 11.8. Product Pricing in the Creative Industry
  - 11.8.1. Pricing
  - 11.8.2. Profit vs. Competition
  - 11.8.3. Pricing Strategy
- 11.9. Pricing Strategy in the Creative Sector
  - 11.9.1. Types of Pricing Strategies
  - 11.9.2. Advantages
  - 11.9.3. Disadvantages
- 11.10. Operational Budgets
  - 11.10.1. Tools of Strategic Planning
  - 11.10.2. Elements Included in the Operational Budget
  - 11.10.3. Development and Execution of the Operational Budget

## Module 12. Futures Thinking: How to Transform Today from Tomorrow

- 12.1. Methodology Futures Thinking
  - 12.1.1. Futures Thinking
  - 12.1.2. Benefits of using this Methodology
  - 12.1.3. The Role of the "Futurist" in the Creative Enterprise
- 12.2. Signs of Change
  - 12.2.1. The Sign of Change
  - 12.2.2. Identification of the Signs of Change
  - 12.2.3. Interpretation of the Signs
- 12.3. Types of Futures
  - 12.3.1. Journey to the Past
  - 12.3.2. The Four Types of Futures
  - 12.3.3. Application of the Methodology Futures Thinking in the Workplace

- 12.4. Future Forecasting
  - 12.4.1. Searching for Drivers
  - 12.4.2. How to Create a Forecast for the Future
  - 12.4.3. How to Design a Future Scenario
- 12.5. Mental Stimulation Techniques
  - 12.5.1. Past, Future and Empathy
  - 12.5.2. Facts vs. Experience
  - 12.5.3. Alternative Routes
- 12.6. Collaborative Forecasting
  - 12.6.1. The Future as a Game
  - 12.6.2. Future Wheel
  - 12.6.3. The Future from Different Approaches
- 12.7. Epic Victories
  - 12.7.1. From Discovery to the Innovation Proposal
  - 12.7.2. The Epic Victory
  - 12.7.3. Fairness in the Game of the Future
- 12.8. Preferred Futures
  - 12.8.1. The Preferred Future
  - 12.8.2. Techniques
  - 12.8.3. Working Backwards from the Future
- 12.9. From Prediction to Action
  - 12.9.1. Images of the Future
  - 12.9.2. Artifacts of the Future
  - 12.9.3. Roadmap
- 12.10. ODS. A Global and Multidisciplinary Vision of the Future ODS
  - 12.10.1. Sustainable Development as a Global Goal
  - 12.10.2. Human Management in Nature
  - 12.10.3. Social Sustainability

## Module 13. Consumer or User Management in Creative Businesses

- 13.1. The User in the Current Context
  - 13.1.1. Consumer Change in Recent Times
  - 13.1.2. The Importance of Research
  - 13.1.3. Trend Analysis
- 13.2. Strategy with the Focus on the Individual
  - 13.2.1. Human Centric Strategy
  - 13.2.2. Keys and Benefits of Being Human Centric
  - 13.2.3. Success Stories
- 13.3. Data on the Human Centric Strategy
  - 13.3.1. Data on the Human Centric Strategy
  - 13.3.2. The Value of the Data
  - 13.3.3. 360° View of the Customer
- 13.4. Implementation of the Human Centric Strategy in the Creative Industry
  - 13.4.1. Transformation of Dispersed Information into Customer Knowledge
  - 13.4.2. Opportunity Analysis
  - 13.4.3. Maximization Strategies and Initiatives
- 13.5. Human Centric Methodology
  - 13.5.1. From Research to Prototyping
  - 13.5.2. Double Diamond Model: Process and Phases
  - 13.5.3. Data Science
- 13.6. Design Thinking
  - 13.6.1. Design Thinking
  - 13.6.2. Methodology
  - 13.6.3. Techniques and Tools of Design Thinking
- 13.7. Brand Positioning in the User's Mind
  - 13.7.1. Positioning Analysis
  - 13.7.2. Typology
  - 13.7.3. Methodology and Tools

- 13.8. User Insights in Creative Businesses
  - 13.8.1. Insights and their Importance
  - 13.8.2. Customer Journey and the Relevance of the Journey Map
  - 13.8.3. Research Techniques
- 13.9. User Profiling (Archetypes and Buyer Persona)
  - 13.9.1. Archetypes
  - 13.9.2. Buyer persona
  - 13.9.3. Methodology of Analysis
- 13.10. Research Resources and Techniques
  - 13.10.1. Techniques in Context
  - 13.10.2. Visualization and Creation Techniques
  - 13.10.3. Voice Contrast Techniques

## Module 14. Creative Branding: Communication and Management of Creative Brands

- 14.1. Brands and Branding
  - 14.1.1. The Brands
  - 14.1.2. The Evolution of Branding
  - 14.1.3. Positioning, Brand Personality, Notoriety
- 14.2. Brand Building
  - 14.2.1. Marketing Mix
  - 14.2.2. Brand Architecture
  - 14.2.3. Brand Identity
- 14.3. Brand Expression
  - 14.3.1. Graphic Identity
  - 14.3.2. Visual Expression
  - 14.3.3. Other Elements that Reflect the Brand
- 14.4. Communication
  - 14.4.1. Focuses
  - 14.4.2. Brand Touchpoints
  - 14.4.3. Communication Techniques and Tools
- 14.5. Branded Content
  - 14.5.1. From Brands to Entertainment Platforms
  - 14.5.2. The Rise of Branded Content
  - 14.5.3. Connecting with the Audience through Unique Storytelling
- 14.6. Visual Storytelling
  - 14.6.1. Brand Analysis
  - 14.6.2. Creative Advertising Concepts
  - 14.6.3. The Creative Fan
- 14.7. Customer Experience
  - 14.7.1. Customer Experience(CX)
  - 14.7.2. Customer Journey
  - 14.7.3. Brand Alignment and CX
- 14.8. Strategic Planning
  - 14.8.1. Objectives
  - 14.8.2. Identification of Audiences and Insights
  - 14.8.3. Designing the Corporate Strategy:
- 14.9. Performance
  - 14.9.1. Briefing
  - 14.9.2. Tactics
  - 14.9.3. Production plan
- 14.10. Assessment
  - 14.10.1. What to Evaluate?
  - 14.10.2. How to Evaluate (Measurement Tools)
  - 14.10.3. Results Reports

## Module 15. Leadership and Innovation in Creative Industries

- 15.1. Creativity Applied to Industry
  - 15.1.1. Creative Expression
  - 15.1.2. Creative Resources
  - 15.1.3. Creative Techniques
- 15.2. The New Innovative Culture
  - 15.2.1. The Context of the Innovation
  - 15.2.2. Why does Innovation Fail?
  - 15.2.3. Academic Theories
- 15.3. Innovation Dimensions and Levers
  - 15.3.1. The Plans or Dimensions of Innovation
  - 15.3.2. Attitudes for Innovation
  - 15.3.3. Intrapreneurship and Technology
- 15.4. Constraints and Obstacles to Innovation in the Creative Industry
  - 15.4.1. Personal and Group Restrictions
  - 15.4.2. Social Constraints and Organizations
  - 15.4.3. Industrial and Technological Restrictions
- 15.5. Closed Innovation and Open Innovation
  - 15.5.1. From Closed Innovation to Open Innovation
  - 15.5.2. Practical Classes to Implement Open Innovation
  - 15.5.3. Experiences of Open Innovation in Companies
- 15.6. Innovative Business Models in Creative Industries
  - 15.6.1. Business Trends in the Creative Economy
  - 15.6.2. Study Cases
  - 15.6.3. Sector Revolution
- 15.7. Leading and Managing an Innovation Strategy
  - 15.7.1. Boosting Adoption
  - 15.7.2. Leading the Process
  - 15.7.3. Portfolio Maps



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- 15.8. Financing Innovation
    - 15.8.1. CFO: Venture Capital Investor
    - 15.8.2. Dynamic Financing
    - 15.8.3. Response to the Challenges
  - 15.9. Hybridization: Innovating in the Creative Economy
    - 15.9.1. Intersection of Sectors
    - 15.9.2. Generation of Disruptive Solutions
    - 15.9.3. The Medici Effect
  - 15.10. New Creative and Innovative Ecosystems
    - 15.10.1. Generation of Innovative Environments
    - 15.10.2. Creativity as a Lifestyle
    - 15.10.3. Icosystems

## Module 16. Digital Transformation in the Creative Industry

- 16.1. Digital Future of the Creative Industry
  - 16.1.1. Digital Transformation
  - 16.1.2. Situation of the Sector and its Comparison
  - 16.1.3. Future Challenges
- 16.2. Forth Industrial Revolution
  - 16.2.1. Industrial Revolution
  - 16.2.2. Application
  - 16.2.3. Impacts
- 16.3. Digital Enablers for Growth
  - 16.3.1. Operational Effectiveness, Acceleration and Improvement
  - 16.3.2. Continuous Digital Transformation
  - 16.3.3. Solutions and Services for the Creative Industries
- 16.4. The Application of Big Data to the Enterprise
  - 16.4.1. Data Value
  - 16.4.2. Data in Decision-Making
  - 16.4.3. Data Driven Company

- 16.5. Cognitive Technology
  - 16.5.1. IA and Digital Interaction
  - 16.5.2. IoT and Robotics
  - 16.5.3. Other Digital Training
- 16.6. Uses and Applications of Blockchain Technology
  - 16.6.1. Blockchain
  - 16.6.2. Value for the Creative Industry Sector
  - 16.6.3. Transaction Versatility
- 16.7. Omnichannel and Transmedia Development
  - 16.7.1. Impacts in the Sector
  - 16.7.2. Challenge Analysis
  - 16.7.3. Evolution
- 16.8. Entrepreneurship Ecosystems
  - 16.8.1. The Role of Innovation and Venture Capital
  - 16.8.2. The Start-up Ecosystem and the Agents that Comprise It
  - 16.8.3. How to Maximize the Relationship between the Creative Agent and the Start-up
- 16.9. New Disruptive Business Models
  - 16.9.1. Marketing-based (Platforms and Marketplaces)
  - 16.9.2. Service-Based (Freemium, Premium or Subscription Models)
  - 16.9.3. Community-Based (from Crowdfunding, Social Networking or Blogging)
- 16.10. Methodologies to Promote a Culture of Innovation in the Creative Industries
  - 16.10.1. Blue Ocean Innovation Strategy
  - 16.10.2. Lean Star-up Innovation Strategy
  - 16.10.3. Agile Innovation Strategy

## Module 17. New Digital Marketing Strategies

- 17.1. Technology and Audiences
  - 17.1.1. Digital Strategy and Differences between User Types
  - 17.1.2. Target Audience, Exclusionary Factors and Generations
  - 17.1.3. The Ideal Customer Profile (ICP) and the Buyer Persona
- 17.2. Digital Analytics for Diagnostics
  - 17.2.1. Analytics prior to the Digital Strategy
  - 17.2.2. Moment 0
  - 17.2.3. KPIs and Metrics, Typologies, Classification according to Methodologies
- 17.3. E-entertainment: the impact of e-commerce in the Entertainment Industry
  - 17.3.1. E-commerce, Typologies and Platforms
  - 17.3.2. The Importance of Web Design: UX and UI
  - 17.3.3. Optimization of Online Space: Minimum Requirements
- 17.4. Social Media and Influencer Marketing
  - 17.4.1. Impact and Evolution of Network Marketing
  - 17.4.2. Persuasion, Keys to Content and Viral Actions
  - 17.4.3. Planning Social Marketing and Influencer Marketing Campaigns
- 17.5. Mobile Marketing
  - 17.5.1. Mobile User
  - 17.5.2. Mobile Web and Apps
  - 17.5.3. Mobile Marketing Actions
- 17.6. Advertising in Online Environments
  - 17.6.1. Advertising in Social Networks and Objectives of the Social Ads
  - 17.6.2. The Conversion Funnel or Purchase Funnel: Categories
  - 17.6.3. Social Ads Platforms
- 17.7. The Inbound Marketing Methodology
  - 17.7.1. Social Selling, Key Pillars and Strategy
  - 17.7.2. The CRM Platform in a Digital Strategy
  - 17.7.3. Inbound Marketing or Attraction Marketing: Actions and SEO



- 17.8. Automization of Marketing
  - 17.8.1. Email Marketing and Email Typology
  - 17.8.2. Email Marketing Automation, Applications, Platforms and Advantages
  - 17.8.3. The Emergence of Bot & Chatbot Marketing: Typology and Platforms
- 17.9. Data Management Tools
  - 17.9.1. CRM in Digital Strategy, Typologies and Applications, Platforms and Trends
  - 17.9.2. Big Data: Big Data, Business Analytics y Business Intelligence
  - 17.9.3. Big Data, Artificial Intelligence and Data Science
- 17.10. Measuring Profitability
  - 17.10.1. ROI: the Definition of Return on Investment and ROI vs. ROAS
  - 17.10.2. ROI Optimization
  - 17.10.3. Key Metrics

## Module 18. Entrepreneurship in the Creative Industries

- 18.1. The Entrepreneurial Project
  - 18.1.1. Entrepreneurship, Types and Life Cycle
  - 18.1.2. Entrepreneur Profile
  - 18.1.3. Topics of Interest for Entrepreneurship
- 18.2. Personal Leadership
  - 18.2.1. Self-Knowledge
  - 18.2.2. Entrepreneurial Skills
  - 18.2.3. Development of Entrepreneurial Leadership Skills and Abilities
- 18.3. Identification of Innovative and Entrepreneurial Opportunities
  - 18.3.1. Analysis of Megatrends and Competitive Forces
  - 18.3.2. Consumer Behavior and Demand Estimation
  - 18.3.3. Evaluation of Business Opportunities
- 18.4. Business Idea Generation in the Creative Industry
  - 18.4.1. Tools for the Generation of Ideas: Brainstorming, Mind Mapping, Drawstorming, etc
  - 18.4.2. Value Proposition Design: CANVAS, 5 w
  - 18.4.3. Development of the Value Proposition
- 18.5. Prototyping and Validation
  - 18.5.1. Prototype Development
  - 18.5.2. Validation
  - 18.5.3. Prototyping Adjustments
- 18.6. Business Model Design
  - 18.6.1. The Business Model
  - 18.6.2. Methodologies for the Creation of Business Models
  - 18.6.3. Business Model Design for Proposed Idea
- 18.7. Team Leadership
  - 18.7.1. Team Profiles according to Temperaments and Personality
  - 18.7.2. Team Leadership Skills
  - 18.7.3. Teamwork Methods
- 18.8. Cultural Markets
  - 18.8.1. Nature of Cultural Markets
  - 18.8.2. Types of Cultural Markets
  - 18.8.3. Identification of Local Cultural Markets
- 18.9. Marketing and Personal Branding Plan
  - 18.9.1. Projection of the Personal and Entrepreneurial Project
  - 18.9.2. Short- and Medium-Term Strategic Plan
  - 18.9.3. Variables for Measuring Success
- 18.10. Sales Pitch
  - 18.10.1. Project Presentation for Investors
  - 18.10.2. Development of Attractive Presentations
  - 18.10.3. Development of Effective Communication Skills

06

# 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.





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*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"*

## 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”*



*You will have access to a learning system based on repetition, with natural and progressive teaching throughout the entire syllabus.*



### A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch, which presents the most demanding challenges and decisions in this field, both nationally and internationally. 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 professional reality is taken into account.

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

*The student will learn to solve complex situations in real business environments through collaborative activities and real cases.*

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 that you are presented with in the case method, an action-oriented learning method. Over the course of 4 years, you will be presented with multiple practical case studies. You will have to combine all your knowledge, and research, argue, and defend your ideas and decisions.

## Relearning Methodology

TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines 8 different teaching elements in each lesson.

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

*In 2019, we obtained the best learning results of all online universities in the world.*

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 university is the only one in the world authorized to employ 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.

This methodology has 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, and financial markets and 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 training, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation for 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.



### Practising Skills and Abilities

They will carry out activities to develop specific skills and abilities in each subject area. Exercises and activities to acquire and develop the skills and abilities that a specialist 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 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.



# 07 Certificate

The Advanced Master's Degree in Senior Management of Creative Industries 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.



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

This program will allow you to obtain your **Advanced Master's Degree diploma in Senior Management of Creative Industries** 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** title 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 Creative Industries**

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 Creative Industries

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

# Advanced Master's Degree Senior Management of Creative Industries

